

ANNUAL REPORT

1987 - 1988



City of

CAMBRIDGE, MASSACHUSETTS

Front Cover Photo

Teddy bear picnic in the children's
room at the Main Library

The front cover and center section are
dedicated to the next generation of
Cambridge children.

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL. 498-9011

EXECUTIVE DEPARTMENT

ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

To the Honorable, the City Council, and Citizens and Taxpayers of Cambridge:

I am pleased to submit the Annual Report of the City of Cambridge for the fiscal year beginning July 1, 1987 and ending June 30, 1988. I think you will find that this Annual Report captures the excitement and progress and accurately depicts Cambridge as a city on sound financial footing as well as a dynamic community with a proud past and a bright future.

This year, the City achieved several fiscal accomplishments including the fourth consecutive upgrade of the City's credit rating by a major credit rating agency, Standard and Poor's Corporation, which increased the City's credit rating from "A+" to "A-", cited the following factors contributing to the City's rating increase: improved liquidity; a sound debt management plan; moderate growth in the construction of commercial and residential real estate; a comfortable margin between the actual levy and legal levy limits; and carefully managed investment practices. In addition, Cambridge takes pride in receiving the Certificate of Achievement for Excellence in Financial Reporting as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association.

With several major construction projects in the completion stages, it is anticipated that the construction industry will continue to be of importance to the economic vitality of Cambridge in the years to come. Some of the capital improvement projects undertaken this year include street and sidewalk reconstruction throughout the city, and the completion of the King School Neighborhood Park.

Beyond bricks and mortar, Cambridge's economic development strategy focuses on improving the quality of life, preserving its natural surroundings, insuring the health and well-being of its residents, and offering a vital cultural and educational environment. This year, the City continued to reach out to meet the needs of a growing homeless population by operating a temporary shelter at the Armory and by purchasing a house for families and adolescents in transition which is operated by the YWCA.

Our goal in FY89 and beyond is to maintain a conservative fiscal policy since the City may face cutbacks in future state aid. However, with the continued strength of our economy, an expanding tax base, and responsible management practices, I am confident that the City should continue to enjoy economic revitalization for the foreseeable future, thus insuring residents a continued high level of service delivery.

I would like to thank the citizens of Cambridge, its employees, and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a vibrant and hospitable city for its residents and visitors.

Very truly yours,

Robert W. Healy
City Manager

City Council
1987 – 1988

Front row, left to right, Councillor Saundra Graham, Mayor Walter J. Sullivan, Vice Mayor Alfred E. Vellucci, Councillor David E. Sullivan. Back row, left to right, Councillors Sheila T. Russell, William H. Walsh, Alice K. Wolf, Francis H. Duehay, Thomas W. Danehy.



City Council
1988 – 1989

Front row, left to right, Councillor Saundra Graham, Walter J. Sullivan, Mayor Alfred E. Vellucci, Councillor David E. Sullivan. Back row, left to right, Councillors Sheila T. Russell, William H. Walsh, Vice Mayor Alice K. Wolf, Francis H. Duehay, Thomas W. Danehy.



School Committee
1987 – 1988

Front row, left to right, Jane F. Sullivan, Frances H. Cooper, Sara O. Garcia, Chairman Walter J. Sullivan. Back row, left to right, Timothy J. Toomey, Jr., Alfred B. Fantini, Lawrence Weinstein.



School Committee
1988 – 1989

Above (row 1) Committee members are Henrietta Davis; Fred Fantini, Vice Chairman; Mayor Alfred Vellucci, Chairman; and James Rafferty. Row 2: Larry Weinstein, Frances Cooper and Timothy Toomey.

City Clerk

The concept of the Plan E Council/Manager form of government provides the office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office, in addition to its statutory responsibilities, which among others includes the issuance of all vital records, provides through the City Clerk and the Deputy City Clerk for the staffing of some nineteen City Council Committees, in addition to their attendance at each meeting of the City Council. The staff in the office, all of which perform a multiplicity of duties, also serve as "unofficial ombudsmen" providing general information regarding various municipal services to the public as well as the preparation of the City Council Record.

During FY88, this office continued to improve the way in which vital records are stored, maintained and distributed. This includes the purchase of state-authorized binders for the storage of various records and the implementation of a color-coded indexing system. In addition to improvements in the area of vital records, a filing system for the City Council documents was successfully developed providing safe storage and facilitating the retrieval of these records and requests by the general public, members of the legislative body, and municipal departments. Also in the area of the City Council record, the City Clerk's staff continued to work to input all pertinent data relative to the City Council meetings and related actions.

During the year the City Clerk, in conjunction with the City Solicitor and with the approval of the City Council and the City Manager continued to work toward the recodification of the General Ordinances from 1972 through 1987. In addition, this office has worked in conjunction with the Community Development Department in an effort to recodify the Zoning Ordinances from 1984 to 1987.

Licenses and Fees

Sporting licenses	\$ 9,844.00
Marriages	10,010.00
Sporting fees	397.00
Certified copies	69,505.87
Archery stamps	200.00
Waterfowl stamps	68.00
Duplicate licenses	12.00
Sale of Zoning Ordinances	—
Sale of General Ordinances	—
	<hr/>
	\$90,036.87

Recording and Fees

Mortgages	\$19,785.00
Business certificates	6,100.00
Business certificate withdrawals	175.00
Filing of zoning petitions	750.00
Constable filing fees	600.00
Physician	10.00
	<hr/>
	\$27,420.00

Vital Statistics

Cambridge residents - Births in Cambridge	356
Non-residents - Births in Cambridge	1,272
Cambridge residents - Births outside Cambridge	471
Intentions of Marriages filed	1,072
Marriages recorded	1,018
Deaths recorded	1,625
Delayed returns of births recorded	38
Affidavits of correction of births recorded	160
Instruments recorded	2,796

Law Department

Historically, the first Office of the City Solicitor was created by Ordinance in 1872. In FY88, the office comprised of a staff of three part-time and three full-time attorneys, one law clerk, one investigator, one office manager and two clerical workers carried out the functions of the Law Department.

The defense of civil rights actions continued to dominate over all areas of litigation causing a considerable amount of manpower and resources to be expended by both in-house and outside counsel. Appellate Tax Board cases continued to escalate. A total of 206 claims involving municipal liability were recorded by the department out of which 38 were referred to the Committee on Claims. The revision of the Worker's Compensation Law also continued to place increasing demands on the department in its effort to comply with the new procedures as mandated by the State.

As for the coming fiscal year, the Law Department anticipates increasing its legal staff, relocating the office to accommodate the growth and needs of the department, and continuing its effort to computerize through case managements systems.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY88, the City continued to improve its strong financial position. Highlights of the fiscal year included:

- Implemented an on-line, integrated receivable system.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY87 Comprehensive Annual Financial Report.
- Issued \$5 million in general obligation debt to finance various capital improvements.

In FY88, for the third consecutive year, the City's credit rating was upgraded by a major credit rating agency. Standard

and Poor's Corporation raised the City's credit rating from "A+" to "AA-", while Moody's Investors Service maintained the City's rating of "Aa". Factors contributing to the City's rating increase included the City's sound debt management plan, significant increases in the City's free cash, strong growth in the construction of commercial and residential real estate, a comfortable margin between the actual levy and legal levy limits, and carefully managed investment practices. These favorable ratings will result in lower interest costs on bonds issued to finance capital projects.

Revenue Division

The Revenue Division is responsible for the billing and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. In an average year, this division sends out 185,000 bills and notices. Additionally, all City receipts are processed through the Revenue Division.

A new on-line integrated receivable system was implemented on July 1, 1987. This system provides immediate access via computer terminals to account information including 15,000 water/sewer accounts, 16,000 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. In addition, the system includes automated cashier stations and nightly updating of all receivable accounts. The new system has eliminated the use of two outside service bureaus in the Revenue Division and has resulted in the reduction of two account clerk positions.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services contract, and management of the City's payroll system. This division is also responsible for soliciting and analyzing bids on the sale of all City short-term debt and paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY88. RANs are short-term borrowings in anticipation of real and personal tax revenues. The City issued \$5 million in long-term debt in June 1988 to finance various capital improvements.

Interest earnings generated from the investment of City cash totalled \$2,286,527 for FY88. The following is a breakdown of interest earnings in the various funds:

Category	Amount
General Fund Cash	\$1,858,226.00
Traffic & Parking Fund	265,260.00
Debt Stabilization Fund	73,694.00
Health Claims Trust Fund	89,347.00
Trust Funds	<u>28,087.00</u>
TOTAL	\$2,314,614.00

Employee Pension Liability

In June 1988, the City contracted with an actuarial firm to conduct an actuarial study of the Cambridge Contributory Retirement System. The purpose of the study is to provide the City with current and independent actuarial liabilities, and to determine the funding requirements to fully fund accrued costs. This study will be completed by December 1988.

In Fiscal Year 1986, to address the unfunded pension liability issued, the Cambridge retirement system established a Pension Reserve Fund within the retirement system. Through City

Council appropriations and the transfer of excess interest earnings generated by the retirement system, the Pension Reserve Fund balance has increased from \$9,295,737 in FY86 to \$16,525,153 on June 30, 1988.

Health Claims Trust Fund

All of the health insurance plans that the City offers rely on a claims basis for payment; thus, unusually large or unanticipated claims may exceed the health insurance appropriation. Several years ago, the City Council established a Health Claims Trust Fund to act as a contingency against possible deficits in health insurance allotments in future years.

During FY88, an additional \$500,000 was appropriated to the Health Claims Trust Fund. The June 30, 1988 trust fund balance was \$1,731,681. It is anticipated that additional appropriations will be made during FY89 and that interest earnings will continue to accrue to the fund.

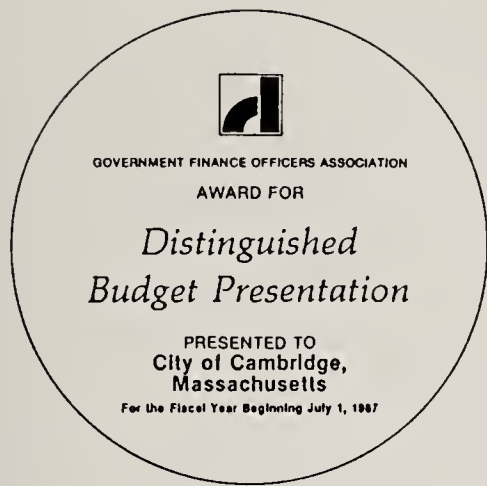
Budget

The Budget Division achieved several budgetary accomplishments during fiscal year 1988 including the successful automation of the City's budgetary systems, which involved the automation of all statutory, personnel and revenue analysis forms. The new system also provides the City with the capability to become more in line with Uniformed Municipal Accounting System (UMAS) as suggested by the State Department of Revenue.

The four-person staff is solely responsible for the preparation of the annual operating and capital budgets, as well as the five-year capital improvement plan. The division is also charged with the responsibility to insure that all City departments adhere to budgeting guidelines and government rules and regulations.

The division continues to serve as a resource center for City departments and provides assistance to the independent auditor in the preparation of audited financial statements; coordinated the preparation of the bond disclosure statements and other related materials in the June 1988 bond sale; and prepared and published the City's Annual Report.

For the third consecutive year, the budget division received the Government Finance Officers Association award for excellence in preparation of the annual operating and capital budget for the fiscal year ending June 30, 1988.



Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY88 City Budget.

Personnel

The Personnel Department is responsible for coordinating City hiring and promotional practices for civil service and non civil service positions. Assistance is provided to City departments in analyzing and defining needs regarding staffing structures, position titles and descriptions, salary and pay equity issues. These technical assistance and oversight functions ensure compliance with civil service procedures, collective bargaining agreements, and sound personnel practices.

The employment services section posts positions and receives employee bids for those vacancies requiring central posting. Any necessary external recruitment is planned and carried out in cooperation with the Affirmative Action Office. Applications are processed and lists of eligible applicants are referred to departments for use in hiring for non civil service positions and for provisional appointment to civil service positions.

Under a delegation arrangement with the Massachusetts Department of Personnel Administration, the Personnel Department administers all phases of Civil Service matters. Applications for positions in the Labor Service are processed, eligible lists are certified, and referrals are made directly to the hiring department.

A major effort was undertaken this year to encourage and recruit applicants from Cambridge's minority community for the Civil Service Examinations for Firefighter and Police Officer. The outreach campaign encompassed direct mail, cable television, minority and Spanish language radio, newspaper and billboard announcements. This program resulted in a significant increase in the total number of Cambridge residents filing for Civil Service exams and increased the percentage of minority and female applicants.

Our second year of participation in the Minority Management Internship Program saw a first year participant continue as a full time employee in Personnel plus the sponsorship of a new intern for a six-month assignment. This successful joint venture between the City, the Massachusetts Municipal Association and the Massachusetts Executive Office of Com-

munity and Development provides an excellent opportunity for talented women and minority graduate students to gain experience in local government.

The Employee Benefits and Training section administers health and life insurance programs for employees and retirees and coordinates employee training activities. Responsibilities include monitoring the quality of services and management controls on insurance costs. Training resources and activities are managed in an effort to assist employees to enhance their skills and perform their jobs to the best of their ability.

During FY88, a city-wide subscriber survey of employer-sponsored health insurance benefits was conducted; the survey canvassed subscribers concerning the scope of benefits, utilization and acceptance of the health insurance offerings of the City. The results of the survey showed significant positive responses indicating high levels of satisfaction and approval with the programs. During FY88, improved benefit management controls were expanded, yielding more effective utilization benefit services and expanded claims recovery costs for the City.

The training area also continued to broaden its efforts to include ten courses in which 350 employees benefited from the skills expansion and enhancement programs.

The *Employee Relations* section is responsible for administering all collective bargaining agreements with the fourteen municipal employee unions, negotiates contracts, processes grievances, and prepares cases for mediation and arbitration. This year saw the successful negotiation of three-year contracts with three unions and extended another union contract for one additional year. A prototype program offering an alternative to health care insurance benefits was initiated. This program tests the efficacy of employee utilization of non-employee spousal support of health insurance with attending financial reduction sharing. This program will be monitored and evaluated during the trial period for broader applications.

Affirmative Action

The Affirmative Action office is charged with the responsibility of increasing the City's employment of minorities and women in proportion to their representation in the city's population, which is 20%.

At present, minorities represent 16% of the total full-time workforce, while 42% of the City's personnel are women. In other than the full-time employees category, minorities represent 23% while women comprise 53% of the workforce.

FY88 goals will continue furthering the development and implementation of the City Manager's Minority Business Enterprise Program. This program is aimed at ensuring that 10% or more of the City's contracting funds go to minority and women-owned businesses which have been certified by the State Office of Minority and Women Business Assistance (SOMWBA).

During FY88, the City's Affirmative Action five year plan of goals and timetables will be initiated. The goal is to increase minority and women participation in the City's workforce where



Left to Right, Director of Affirmative Action William A. Gomes, Coordinator of Mass Minority Internship Program, Mass Municipal Association Leslie Godvey, Management Intern Tracy Smith, Mayor of the City of Cambridge Alfred E. Vellucci, State Representatives and City Councillor Sandra Graham, Deputy City Manager Richard Rossi, accepting the State Sponsored Minority Management Internship Program.

there has been an under-utilization of their presence in each of the Equal Employment Opportunity categories. In addition, the office will continue to supplement the delegation of the labor force with local administration of the Civil Service Affirmative Action mechanism under the provisions of Chapter 778 of Acts of 1972 and/or under PAR-10.

Assessors

The Assessing Department's mission is to establish full and fair cash values for all real and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this mission, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The Assessing Department also administers the motor vehicle excise tax.

During FY88, the City Manager, with the concurrence of the City Council, secured from the State Legislature the necessary legislation to permit the administrative reorganization of the Assessing Department. The position of Director of Assessment was established, with the incumbent serving as Chairman of the Board of Assessors and as administrative head of the Assessing Department. The new Director was appointed in late summer 1988. This change in organization will lead to improved efficiency, streamlined operations, and strengthened

accountability. In sum, these changes will improve the Assessing Department's responsiveness to its mission and to the public.

The last State-mandated and certified complete revaluation of properties was completed in FY87. FY88 tax bills, also reflected these values, with adjustments made for value abatements made in the interim. As a result of building and conversion activity \$218,463,540 in new value was added to the City's tax rolls, generating taxes totalling more than \$4.2 million. The total value of taxable property in Cambridge rose to over \$6.1 billion.

Effective as of FY87, the Board of Assessors initiated legislation to increase the number of elderly residents who can qualify for tax exemptions of \$500 to \$1,000. During FY88, 775 such exemptions were granted.

	FY87	FY88
Commercial, Industrial, and Personal Property Value	\$2,396,542,322	\$2,546,595,500
Residential Value	\$3,578,489,420	\$3,601,348,760
Total Value	\$5,975,031,742	\$6,147,944,260

Purchasing

The Purchasing Department is responsible for the administration and implementation of the City's centralized purchasing function.

During FY88, the Purchasing Department maintained complex bid proposals generated by the expansion of the City's capital improvement projects. Thirty-three capital improvement projects ranging from \$9,000 to \$1,475,000 were prepared at a total cost in excess of \$10,102,000.

The Purchasing Department continued to encourage city departments to issue blanket purchase orders where possible, in order to reduce duplication and assure more favorable pricing. This department also operates the central supply storeroom which offers the most commonly-used office items at a savings to all city departments. The department also manages the sale of all surplus equipment.

The Purchasing Department has continued its efforts to work with the State Office of Minority Business Assistance as well as the Department of Commerce business program to encourage minority, women-owned, small and Cambridge-based businesses to participate in the City's bidding process.

Auditing

The Auditing Division is responsible for the auditing and processing of over 65,000 vendor vouchers and schedules annually. This division is also responsible for auditing all purchase orders, payroll, and vendor warrants generated by the City.

The Auditing Division reconciles the City's cash and receivables system to the City's automated general ledger (TAG System). This enabled the preparation of the FY88 financial

statements for the City's independent auditors, Peat, Marwick, Main & Co.

With the installation of the City's new Central Computer System, as detailed in the Data Process narrative, the Auditing division assisted in the selection of a vendor for the new computerized financial and management information system. The new system, which will comply with the generally-accepted auditing standards will be fully implemented for Fiscal Year 1989.

Data Processing

The Data Processing Department is responsible for the selection, purchase, implementation and management of the City's computer hardware and software needs.

During FY88, the Data Processing Department made great strides towards its goal of implementing a computer system for the City that offers total systems integration, compatibility between applications, and the accommodation of the necessary flow of data and information among City departments.

The new central computer was installed during the first part of FY88 and a state-of-the-art networking communications scheme was implemented in order to allow for every room in every City building to have access to the system. During FY88, the following integrated systems have successfully been implemented on the new central computer:

- a billing and collection system for current and delinquent real and personal property taxes
- a billing and collection system for water and sewer usage
- a billing and collection system for motor vehicle excise taxes
- automation of the handling of activity at the Treasury cashiers' windows
- installation of a records management and billing and receivables system for the Police Detail Office
- automation of the annual budget preparation process
- major headway towards the implementation of a totally integrated financial system including general ledger, accounts/payable, accounts/receivable, purchasing, and budgeting systems.
- records and case management system and additional word processors for the Rent Control Board

The following departments are now making use of the new City computer: Accounts/Payable, Assessing, Budget, Community Development, Data Processing, Finance, Hospital, Human Services, Police, Public Works, Purchasing, Rent Control, School, Traffic and Parking and Water. In addition, the City's deputy tax collector in Reading, Massachusetts has online access to the system to aid in the efficient and timely collection of delinquent taxes, as well as local bankers to aid in their real estate tax work.

During FY88, the computer system in the Revaluation Office of the Assessing department was upgraded with more disk storage and memory. The City's office automation system was

upgraded with more disk to satisfy the word processing needs of the City Clerk's office.

The use of popular microcomputer software packages such as WORDPERFECT and LOTUS 1-2-3 has increased throughout the City. Due to this increase, the Data Processing Department has arranged for various training sessions and hopes to offer even more training next year.

The data processing department has established the following major goals for the coming year:

- addition of the following departments to the users of the new integrated computer system: City Clerk, Election, Inspectional Services, Law, License Commission, Payroll, Personnel, Retirement and Traffic and Parking
- completion of the implementation of a totally integrated financial system including general ledger, accounts/payable, accounts/receivable, purchasing, and budgeting systems
- implementation of an integrated payroll, personnel and retirement system
- automation of many of the functions being performed by the Public Works Department such as vehicle maintenance, complaint tracking, parts inventory, and trash billing and collection.
- development of an integrated management information system for Inspectional Services and License Commission
- development of a records management system for the Law Department
- further development and refinement of the computer systems for the Assessing office
- automation of voter registration, State Census processing and the records management of the Election Commission
- further expansion and training in the usage of microcomputers, office automation and word processing
- extensive evaluation of the options for integrating the needs of office automation and the new central computer system, since the current office automation system is at full capacity with no further growth potential

Retirement System

The City of Cambridge Retirement System has 3,865 active and 193 inactive members whose benefits and funds are administered by a three-member Board under the guidelines of Chapter 32 of the Massachusetts General Laws. There are 1,293 former members or spouses of former members receiving monthly allowances.

Chapter 32 of Massachusetts General Laws requires that all Retirement Systems operate on a calendar year basis. The Fund Assets as of December 31, 1987 were \$89,848,822.04, of which \$16,525,465.90 is in the Pension Reserve Fund to reduce the unfunded liability of the system.

The three-member Retirement Board is also responsible for the investing of the retirement funds. Despite the chaotic fourth quarter of 1987 in the financial marketplace, the City of Cambridge ranked 11th out of 107 systems in the Commonwealth over a three-year period.

A six-member staff maintains the records of active and retired members, investments and reporting of such to the Public Employee Retirement Administration annually. The Retirement Board hopes to computerize the records of the system in the near future. This would provide members and other governmental agencies with updated detailed information upon request.

It is also the goal of the Retirement Board to make pre-retirement planning available to all members which is essential in these times of Federal tax and Social Security changes and increasing inflation. All of these items play an important role in the election of options upon retirement.

General Services

Printing

The City of Cambridge Print Shop is charged with the responsibility of providing printing, collating, binding, duplication, and graphics services to all City departments. The four-person staff is responsible for printing several key documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces several pamphlets, forms, and booklets.

During FY88, the Print Shop purchased a new high-speed copy machine to produce better-quality prints with a quicker turn-around time. This past year, the Print Shop completed 1,500 printing requests, and produced approximately 750,000 sheets of paper and 450,000 envelopes. In addition, the Print Shop continued to employ two high school students who work after school through the Cambridge Rindge and Latin's work-study program. The Print Shop is reimbursed by user departments for paper and other supplies through a revolving fund.

Records and Microfilm

The Records and Microfilm Department continued its comprehensive program of improving the City's record keeping procedures in FY 1988. The purpose of this program is to update and consolidate the large volume of the City's vital public documents, provide safer and more environmentally protective storage, and improve indexing to allow easier access and retrieval.

The Records and Microfilm Department identified over 500 cubic feet of obsolete records that were destroyed upon approval of the Secretary of State. Nearly 1000 cubic feet of records were catalogued and transported to fire-resistant and temperature-controlled storage areas to insure maximum lon-

gevity. Included in this program were records of the City Clerk, Auditor, Executive, Treasury, Assessors, Purchasing, Personnel, Human Services, Engineering and Public Works Departments.

During the past fiscal year, the Microfilm Department has filmed, indexed and catalogued a total of 328 individual rolls of film, or 656,000 images. Microfilming has been performed for the following departments: Assessors, Purchasing, Treasury, Retirement, Payroll, Engineering, License, Law and Hospital (EEG Lab and Pediatrics).

Jackets and microfiche copies continued to be provided to departments upon request as well as duplicate copies of rolls of film. The acquisition of a new reader/printer greatly aided in the large volume of research done by many departments, making document review much easier and producing higher quality paper copies of previously-filmed materials.

Election Commission

Created in 1921, the Cambridge Election Commission is responsible for supervising all municipal, state and federal elections in the city. Additional responsibilities include conducting the annual city census, voter registration, and serving as the repository for all campaign filings and municipal political finance filings and reports. The Commission is comprised of two Republicans and two Democrats appointed by the City Manager from a list submitted by the City Committee of each Party.

During FY88, the Election Commission supervised two elections, the November 1987 Municipal Election and the Pre-Presidential Primary in March 1988. In those elections, 52% and 47%, respectively, of registered voters cast ballots. The Commission also conducted the 1988 city census during the winter and spring of 1988.

In January 1988, the required computer programming was completed for converting the office's computer data base from 55 to 44 precincts. Every section of the city was checked in the field, as well as against Assessor's maps and Street List records to refine residential address ranges in each precinct. Only after these extensive field and office checks did the Commission execute the conversion of its computer system, its residential and voter lists, and cardfiles. This conversion was accomplished in time for the mailing of the 1988 census forms and notification was made to all registered voters of their new polling locations for the March Pre-Presidential Primary.

The Commission strives to make it as easy as possible for citizens to register to vote. The office located at 362 Green Street is open for registration each business day. In FY88, a total of 205 additional sidewalk registration sessions, special sessions, and neighborhood sessions in all eleven wards of the city were conducted. In FY88, the Commission registered 4,844 voters and anticipates that by the November 1988 Presidential Election, the City will have nearly 49,000 registered voters.

Arts Council

Now in its 13th year, the Cambridge Arts Council continues to play a vibrant role as the city's official arts agency providing a unique variety of cultural activities. The wealth of programs is the product as well as the reward of the dedication and hard work of hundreds of people—the City of Cambridge, friends of the Cambridge Arts Council, artists and performers, Council members, volunteers and staff members. The Arts Council is not only a rich community resource headquartered in the City of Cambridge, but also an enterprise of artistic and creative leadership admired and imitated internationally.

In fiscal year 1988, the Arts Council provided over \$950,000 in services to the City using \$180,000 of City funds. The diverse activities of the Arts Council included:

- over 80 projects, special events, programs and exhibitions
- over 13 permanent new artworks
- involving over 500 artists and performers who directly participated in projects and programs
- providing benefits to the entire population of the City as well as Cambridge visitors with audiences ranging from 15 individuals at small events to over 40,000 at the annual Cambridge River Festival.

The Council augments the City of Cambridge's municipal allocation by aggressively seeking grants and contributions from individuals, corporations, foundations and governmental sources. The City's commitment combined with the efforts of the Council provide a vital cultural climate in Cambridge.

Continuing our tradition of providing a variety of cultural programming, our activities in fiscal year 1988 included:

Community Arts Program

The Community Arts Program has continued to fund Cambridge artists to work with community groups, schools, libraries, and other city agencies on projects which encourage cultural education and development. The Arts Council continued to manage the Mass. Arts Lottery for Cambridge; over \$50,000 in Mass. Arts Lottery Council and CityArts funds were dispersed in FY88. Monies were awarded on a competitive basis to fund major projects such as free concerts by the Little Orchestra of Cambridge; illustrations for the continuing "Life-lines" Oral History Project; the final performance of "Sanctuary" by the Underground Railway Theatre at Rindge and Latin; and the Minority Artists series at Graham and Parks Community School and Margaret Fuller House.

The Cambridge River Festival

The 12th annual Cambridge River Festival was a week-long celebration of the arts. A wealth of performers, the display of public art, and scores of musicians brought thousands of participants out to enjoy the tradition of welcoming spring with the Cambridge Arts Council. The Festival included celebrations

at over 15 sites throughout the city's neighborhoods. Events included the 2nd annual Lotus Challenge Cup Canoe Race, an outdoor jazz concert, a day-long children's festival and the traditional Festival Day Parade. From the official opening ceremony at City Hall to the celebration's culmination on Festival Day along the banks of the Charles, the Arts Council exceeded its goals by increasing the offerings of special events. Widespread advance publicity of this event assisted the impressive attendance figures and coverage of the festivities.

Production of a vital tool for those with special needs will make the arts in Cambridge accessible to visitors and residents alike. The publication of an access guide, resulting from a survey of performance sites, exhibitions spaces, and schools, with an emphasis on accessibility, is in its final stages of production. Distribution is intended for universities, hospitals and Northeast area Chambers of Commerce. With the addition of recently-updated information and the efforts of cross-referenc-



Cambridge River Festival '88, Main Stage, Memorial Drive. The crowd enjoys the show.



Cambridge River Festival '88, Memorial Drive. Parade on Festival Day open Air Circus.

ing, we are preparing a comprehensive guide. Efforts continue to obtain corporate underwriting for publication to maximize effectiveness and assist in distribution possibilities.

A series of exhibitions was initiated and administered by the Cambridge Arts Council at the Cambridge Hyatt Regency which was generously sponsored by the Hotel. On six consecutive Sunday afternoons, "Arts on the River" enabled over 30 local artists to display and market their creative efforts. The location offered maximum exposure for the artists because of the Hyatt's international clientele. All exhibitions were free and open to the general public.

Public Art

Each year, the goals of the Public Art program are challenged by the changing face of our community. Our goal is to enhance the neighborhood parks and major public spaces of Cambridge. Cambridge's long established one percent for Art program enabled the continuation of this tradition of giving. In 1988, three site-specific artworks were created for neighborhood parks. David Judelson's "Redcoats Mural" depicting the landing of the Redcoats was installed at Lechmere Canal Park, a bronze architectural element by Gene Cauthen was placed in the Moore Street Community Gardens, and at the East Cambridge parking facility, George Greenamyre's forged steel cityscape "1852" honors the craftsmen and factory workers of East Cambridge. Michio Ihara's "Central Square" and Joshua Winer's "Central Square News" artworks were re-installed in Central Square upon completion of the MBTA modernization project. Also in 1988, four temporary artworks were installed as part of the project *ARTWALK*. A result of the collaboration between the Cambridge Arts Council and Unihab, Inc., developers of Thomas Graves' Landing, this project set a precedent in Cambridge. A publication, providing a self-guided tour of the works, was available at the site at no cost to visitors. The installations were designed to encourage public participation in different ways. Christopher Janney's "Wind Harp" produced sound dependent on the velocity of the wind; Marcella Stasa's miniature collectible pieces were scattered throughout the park. Visitors were encouraged to hunt for and take with them the found art. Beverly Burbank's "May Parade", which combined lawn ornament animals and flowers, was arranged so visitors could walk amongst the ornaments. Jane Greengold's interior installation investigated the history of the area by demonstrating Thomas Graves' trade as both a surveyor and an engineer. The Arts Council also worked with a citizen's committee in initiating the selection process of an artist to create a memorial to Dr. Martin Luther King, Jr. for the Central Square area.

In an effort to inform the community of our future plans and to allow artists to become involved where appropriate, the Arts Council distributed over 2,000 copies of the Council's Public Art goals, new projects and installations.

The award-winning Arts on the Line (AOTL) program completed its tenth year with several major achievements. Eight permanent projects were unveiled this year including Harvard

University Professor Toshihiro Katayama's metal wall piece entitled "Colors on the Line" installed at the Chinatown station. "The Kendall Band" by Paul Matisse brought the community in contact with the art at Kendall Square. Matisse's design requires activation by pulling the appropriate handle located on the platform wall. During the reworking of the "Band", the artist left notes on the wall detailing his progress to passers-by which were in turn written on by the commuters describing their appreciation of the sculpture and their welcome suggestions for its improvement. Also installed this year at Central Square were Liz Mapelli's tile murals which represent the ethnic backgrounds of Central Square inhabitants and Storrs/Cunningham's 100 tile medallions related to the Square.

In addition, seventeen temporary projects were displayed including Monica Raymond's "Nightworks", a poetry mural about nighttime construction, and "Reach: DC Red!" by Chris Janney which was a participatory sound installation generated by a computer. Other projects initiated by Arts on the Line this year included the production of a set of 3 four-color posters of new permanent installations; a day-long celebration in April at seven MBTA station locations to dedicate newly installed artworks and honor their artists; and *Arts on the Line: A Public Art Handbook* was published and distributed internationally as a prototype for similar projects and to foster the creation of new public art programs. The Arts Council produced an audio walking tour, created to be a self-guided tour for visitors of the Red Line Northwest Extension which was narrated by Joan Mondale. A set of slides was produced as an educational tool for use in schools which accompanies a tape describing the art installed in the station, the environment which has been created and recordings of the artists who created the installation. The Arts Council worked in conjunction with the Art Extension Service at the University of Massachusetts/Amherst in compiling the publication *Going Public: A Field Guide to Developments in Art in Public Places*.

Exhibitions

The Arts Council has a full schedule of exhibitions on display at its City Hall Annex Gallery located at 57 Inman Street. "Gallery 57" is an alternative location for emerging artists, students and community groups who reside or work in Cambridge, to exhibit their talents without the pressures of an otherwise competitive sales-oriented gallery. The continuous display reflects the various approaches and techniques of artists. Exhibitions this year included a group show of works by City employees, and an exhibition of River Festival memorabilia.

Performance Bank and Slide Registry

The Cambridge Arts Council provides the community with many services including the registries of performing and visual artists which are an invaluable resource for the Council's programs, and are accessible to the public and available upon request. The registries are maintained by the Council staff on an ongoing basis. The Performance Bank is a free listing service which provides community groups and other entertainment agents

with information on more than 350 performing artists and groups. The Art Bank is a visual arts slide registry, used in the selection of artists for public art projects, and is available by appointment to anyone seeking artists' services. The computerized Art Bank contains a listing of the slides of the work of 900 artists and is constantly being updated.

Special Projects

International Symposium

The Cambridge Arts Council initiated and sponsored an *International Symposium on Art in Transportation* which was held at the Marriott-Cambridge Center in May. The attendees were from cities around the world and had either initiated innovative public transit art programs or were interested in creating programs for their cities. Internationally known artists and designers collaborated with administrators, developers and transportation professionals in presenting forums on the art-in-transportation programs already in place and developing programs for the future. Funding was made possible in part by generous grants from the National Endowment for the Arts and the Mass. Council on the Arts and Humanities. In conjunction with the symposium, an exhibition entitled "Global Perspectives" was mounted at the Transportation Building in Boston. The exhibit included colorful banners, posters, maquettes and artwork from the systems participating in the symposium.



International Symposium on Art in Transportation "Global Perspective" exhibition at the MBTA Building.

Artists Live/Work Space

The Cambridge Arts Council continues to explore methods to ease the artist populations' concern about affordable live/work space. Issues were investigated in detail with the cooperation of consultant Jero Nesson of ArtSpace Inc.

National Arts Week

In recognition of National Arts Week the Council awarded two Cambridge artists the distinction of receiving the Cam-

bridge Arts Council's First Award for Achievement in the Arts. Internationally recognized artists Maude Morgan, who creates collage-like works on paper, and Gyorgy Kepes, whose works are geometrical abstract oils and sand pieces, were honored at a gala reception also celebrating the opening of their joint exhibition "Current Works" at the Hyatt Regency Hotel.

Animal Commission

The Cambridge Animal Commission was created by City Ordinance in 1983. The function of the Commission is to develop and promote programs affecting animal control/welfare within the City of Cambridge. It consists of seven members, a director and two animal control officers. The Director and the Animal Control Officers are responsible for the enforcement of the City Ordinance #998 and State Laws (Mass. Gen. Laws Chapter 140) pertaining to animals.

Citations are issued for violations of City Ordinance #998. The following is a table of the violations issued in FY88.

Failure to License	73
Failure to Restrain a dog	309
Failure to Dispose of dog feces	24
Failure to Display a License	86
Total	492

These violations resulted in a total of \$7,335 in fines issued for FY88. The officers also investigate cruelty complaints, nuisance complaints and wildlife-related problems. The Commission handled over 3,500 phone calls in FY88. The following is a listing that illustrates the diversity of these calls:

Administrative and miscellaneous	35%
Loose dog complaints	16%
Lost/found dogs	16%
Lost/found cats	8%
Barking dog complaints	7%
Dog waste complaints	5%
Nuisance stray cat complaints	5%
Wildlife-related complaints	5%
Injured animal complaints	3%

Fire

The Cambridge Fire Department was formed in 1832 by an Act of the state legislature. The Fire Department is composed of the fire fighting division and this, in turn, is divided into Division I and Division II, with the dividing line being the Sullivan Square area. The fire fighting division is responsible for answering all emergency calls, such as fires, rescue calls, hazardous material incidents, water problems, lock-outs, lock-ins, electrical problems, and gas leaks. The division is also

responsible for building inspections in assigned districts and also handles all relevant citizen complaints.

Training Division - is responsible for the overall training of all members within the department and it is the intent of the program that all training be uniform in nature. Subjects covered include, among other things, fire behavior, effective fire fighting, all equipment used by the department, salvage, overhauling, communications, fire involving plastics, natural gas, arson, and hazardous materials.

Fire Prevention Bureau - is responsible for all the inspectional work carried on throughout the city. Some of the functions of the bureau include enforcement of the smoke detector laws, and notification and assistance to owners in implementing of the states new sprinkler law. This requires testing all sprinklers in buildings over 70' in height, code enforcement of suppression systems in restaurants and all underground storage tanks. The bureau is also charged with the responsibility of handling the Certification of occupancy permits and inspections. This responsibility continues to increase due to new construction and renovation work, and plan reviews continue at a rapid pace. Complaints received from the public care is handled by the bureau, along with issuing of all necessary permits for storage of flammables, etc.

Arson Bureau(or) Fire Investigation Unit - has the responsibility of investigating all fires of a suspicious origin. The members of the unit have received extensive training as Arson Investigators. Members frequently patrol the target areas of the city and have been instrumental in making many arrests.

Fire Prevention activities during FY88 included:

- The acquisition of a new computer system enabled the fire prevention bureau, to improve their record-keeping. The new system facilitated to track buildings, which have excessive calls and expedited the responsive time, to clear up problems associated with particular alarm systems.
- Continued with the school program in regards to "Fire Safety." This program was developed by the department and proved to be popular with the younger children.
- The department has worked diligently to make sure all occupancies have complied with the smoking detector law. Since it is difficult to gain access to single family dwellings, assistance for anyone whose occupancy is not equipped with detectors was made available, through the newspaper advertisement. The compliance rate is estimated to be nearly 100%.
- Fire Prevention Bureau worked with many owners, in regards to the installation of the sprinkler system. Efforts are being made to reach out those buildings, which are not equipped with sprinklers, but have to abide by the high rise sprinkler law.
- Several officers have attended the "Fire Officership" course conducted by the Mass. Fire Academy. This consisted of two weeks of basic preparation course, followed by another two weeks of advanced preparation course, which



Members of Fire Department Rescue Company pull 5-year old golden lab from ice at Fresh Pond. This incident received nationwide coverage.



Recruit class trains at a burning building to experience "the real thing." The building was being demolished by the City of Waltham and was donated to the Fire Department for training.

prepared these officers to apply acquired knowledge at the company level.

- The department conducted for the first time, a seminar on safety in "Health Care Facilities," in which more than 75 people associated with such facilities, participated.
- The department carried out a program this past year, which permitted to have some major pieces of equipment refurbished. Work was started on ladder company #4, and expected to be in full operation by October of FY89.
- A class of 15 recruit fire fighters were graduated from the Cambridge Fire Academy in June, 1988.

DEPARTMENT RESPONSES

	FY86	FY87	FY88
Fire Duty & Other Service	6586	6311	5998
Emer. Med. Service	2349	2403	3971
False Alarms	1107	1801	881
Mutual Aid	285	218	183
Total	10,327	10,013	11,033

Note: There has been a tremendous increase in emergency medical calls this past year, and its seems to be centered mainly around the Central Square Area.

Police

Serious crime increased in the City of Cambridge in calendar year 1987. When compared with the previous year, the City recorded a better than three percent increase in calendar year 1987 in Part I crimes.

[Because of the seriousness and frequency of occurrence, eight offenses (murder, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson) comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.]

The 1987 Part I crime index of 6,653 was an increase when compared to last year's total of 6,433. Two murders were recorded in the City compared to four for 1986. The number of motor vehicle thefts reported in the City declined (-7.8%) while an increase was registered in forcible rape (+16.2%), robbery (+5.6%), aggravated assault (+11.8%), burglary (+4.0%) and larceny (+6.6%).

	1985	1986	1987
Forcible Rape	27	31	36
Robbery	365	395	417
Aggravated Assault	312	304	340
Burglary	1,410	1,420	1,447
Larceny	3,256	3,029	3,229
M/V Theft	1,257	1,250	1,152
Murder	0	4	2
	6,627	6,433	6,653
	NO	- 3%	+ 3.4%

For the fiscal year ending June 30, 1988, the Cambridge Police Department consisted of 259 sworn officers (compared to 269 for the fiscal year 1987). In September, 1987, the Department graduated 19 new officers from its Academy. In February, 1988, nine patrol officers were promoted to the rank of Police Sergeant.

Of the total complement of sworn officers, 175 officers were assigned to the Uniformed Divisions (Day Patrol Operations, Night Patrol Operations, and Traffic Division). In continuing the Department's enforcement program on moving violation throughout the City, the Uniformed Divisions issued a total of 14,101 moving violations and a total of 139,581 parking violations in fiscal year 1988.

The entire Police Department was responsible for a total of 3,238 arrests during the fiscal year.

For the past four years, the Youth Division of the Police Department, in cooperation with the School Department has conducted a Youth/Police Awareness Program. Every Friday,



Harrington Elementary School students meet Police Department robot "Officer Caring," during one of the robot's visits to bring a safety and substance abuse message to pupils.

a different eighth grade class is transported to the Police Station for four hours of lectures, films, a guided tour of facilities , and voluntary fingerprints. The program acts as a positive way for police officers and the youth of the City to meet, interact, and get to know one another.

With an eye toward the future, the Police Department implemented a “Speak Up For Safety” campaign in conjunction with the School Department. The Police Department hired a “new recruit” specifically to work for the Youth Division on the campaign. This recruit wasn’t an ordinary rookie—it’s an Auxillary Robotic Educational System, commonly referred to as an ARES Robot. Chief Anthony Paolillo announced “Officer Caring” as the official name for the Department’s robot. The name submitted by seven-year-old Shannon Collins, a new third grader at the Fitzgerald School, won first place over hundreds of names entered in the Name-the-Robot contest sponsored by the East Cambridge Savings Bank in the Cambridge elementary schools.

During school year 1987-1988, Officer Caring visited all thirteen elementary schools and offered introductory information to the entire school population and focused particular attention on sixth grade students. The thrust of information presented dealt with personal safety, substance abuse prevention, and harmful peer pressure.

Based on the success of the first year’s presentation, especially with the middle elementary school students, the Police Department is gearing their 1988-1989 school year presentations toward fifth and sixth grades in all elementary schools.

Officer Caring has presented information on substance abuse, harmful peer pressure, and secret touching to the students. The youngsters have responded well to Officer Caring. The topics covered are presented in a non-threatening manner and make learning a more enjoyable experience with a longer retention span. The Police Department believes this approach to educate the City’s youth to these dangers is not a replacement to education but rather an enhancement to it.

Traffic & Parking

The Department of Traffic & Parking has continued to set its goals towards improving services to Cambridge citizens and other users of our services. The Department is responsible for managing traffic and parking on public streets and publicly owned off-street lots and garages.

The Residential Parking Program continues to be the function that effects Cambridge residents on a daily basis. Demand for legal on-street parking and concerns of residents that their guests have the opportunity to park legally have kept the Resident Parking Program actively involved in the issuance of stickers and visitors and passes. In addition to issuing stickers and passes, the office is responsible for revoking parking privileges due to misuse or obtaining stickers and passes by means of fraud.

A breakdown of the Resident Parking Program for FY88 is as follows:

Residents stickers issues	41,351
Total revoked	116
Visitor parking passes issued	65,465
Total revoked	2,725

The managing of on-street metered parking is a combined effort by Parking Meter Repairman and Parking Control Officers. Repairman on a daily basis respond to complaints of jammed or inoperative meters. Through our newly acquired radio communication system we can respond to every section of the city in a short period of time. This enables the Department to satisfy the parkers complaints of tickets being issued on a broken meter the same day we receive a complaint.

Parking Control Officers are the primary means of insuring that short-term parking is not being abused by drivers who part at meters throughout the day. The issuance of parking tickets to vehicles who abuse short-term regulations constitutes 44% of the total of yearly parking tickets issued by this Department.

The Parking Control Officer Division is responsible for issuing tickets in all 30 parking violation categories. The Department has equiped a majority of its force with radios that enable supervisors to communicate with officers, and for the officers to communicate with them in times of emergencies. At the present time, we have assigned an adequate number of officers to a work shift that is responsible for enforcing resident parking violations in certain neighborhoods during the evening hours.

The maintenance and upgrading of our Computerized Traffic Control System is the priority of the Department’s Traffic Signal Maintenance Division. This fiscal year we have upgraded the interconnecting of Massachusetts Avenue intersection from Garden Street to Porter Square. These and 16 other intersections in the city are on-line with a master computer located in City Hall Annex. The Department also installed signals at Gore and Lambert Streets. This signal will allow the safe crossing of elderly residents of the Miller River Apartments.

During this fiscal year, Phase II of the East Cambridge Parking Facility was completed. The full operation of this 1,100 care parking garage will result in less vehicles competing for resident only parking spaces in East Cambridge and a decrease in the number of illegally parked cars in public safety zones.

Along with the daily maintenance and installations of warning, parking and street signs, the Department is responsible for the collection of outstanding parking tickets. The Parking Violation Bureau computerizes all parking tickets, mails notices, impounds vehicles and schedules hearings on parking tickets.

During FY88, \$8,816,440 was generated in revenue by the various activities of the Department. This revenue funds covered the total operating cost of the Department and produced a surplus of \$4,359,735 that is allocated to several other de-

partments within the city that contribute to the betterment of traffic and parking in the city.

Police Review and Advisory Board

The Police Review and Advisory Board was created by city of complaints brought by ordinance to provide timely, fair, and impartial investigations individuals against police officers, or by employees of the police department. The Board also provides for citizen participation in reviewing police department policies, practices, and procedures.

Under the direction of the newly appointed executive director, major efforts are being made to increase the visibility and availability of the board to the public through the following activities:

- Contacts have been made with the Cambridge TAB, Harvard Crimson, and Cambridge Chronicle, resulting in feature articles being published about the board and its functions. Continuing contact with these newspapers has ensured that important information about the board and its meetings has been published.
- Participated in a public forum on racism held at Cambridge Rindge and Latin High School. Members of the public were extremely responsive to the board and its functions and this was illustrated by the number of questions expressed at the forum concerning the board of its civilian review of law enforcement.
- Participated in numerous local television and radio discussions regarding the board and its responsibilities. These stations included channel 7 “urban update”, “Ted and Janet” show on WRKO Radio, “Al Williams” show on WILD Radio.
- Placed a continuous informational message about the board on Cambridge Cable Channel 8.
- To ensure an efficient operation of the department, a complete set of rules and regulations were formulated and approved by the board.
- An informational brochure about the board and its function was created and approved by the board. The brochure was mailed to every resident in the City of Cambridge with many more copies of the brochure to be sent to community organizations.

The board expects to continue its public information efforts through the local media, community organizations and neighborhood associations, in order to ensure the visibility of the department, and that its services are realized by the citizens of Cambridge.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, which was enacted into law by the Governor and State Legislature.

In effect, all code inspectors of the former Health and Building Departments have been placed under the supervision of the Commission of Inspectional Services. This department is responsible for enforcement of all relevant laws and City Ordinances which pertain to the Massachusetts State Building and Sanitary Codes.

The Inspectional Services Department inspects residential properties for housing codes violations; food service establishments for sanitary violations; and oversees approximately one billion dollars in annual construction projects.

In addition, the department is self-supporting and collected almost 2 million dollars in revenue above its budget operating costs for FY88. Departmental revenues has increased from \$248,000 (FY80) to \$2,831,762 in FY88.

1987 introduced a training and development of staff program, which has continued into FY88, and included the following:

1. In-service training by Inspectional Services Supervising staff and resource people.
2. Code and Trade Associations have been utilized to provide specialized training.
3. Boston Inspectional Services has included our staff in their training in areas of public health.
4. Housing and Sanitary Inspectors have taken courses at Tufts and Harvard Universities. Those inspectors who successfully completed their course, have been certified.

Item A

Number of Permits Issued

Building	2,021
Electrical	1,620
Gas	884
Plumbing	1,150
Certificates of Occupancy	328
Appeals Zoning Cases	210
Annual Builders Licenses	550
Special Builders License	785
Milk Licenses	514
	8,062

Item B

Revenue

Building Permits	\$2,286,349
Certificate of Inspection	151,894
Plumbing Permits	84,515
Wiring Permits	109,926
Zoning Appeal Filing Fees	58,316
Certificate of Occupancy	20,780
Gas Permits	19,159

Builders Licenses (Annual)	11,185
Builders Licenses (Special)	3,925
Private Bridge Air Rights	9,165
Massage Establishments	6,850
Milk License	2,570
Retail Food Certificates	11,125
Package Stores	5,825
Mobil Food Services	1,655
Food Handlers Alcohol/Non Alcohol	45,160
Retail/Wholesale Bakeries	1,963
Food Processors and Manufactures	1,400
	<u>\$2,831,762</u>

Item C

Estimated Other Activities

Plan Reviews Zoning Building	700
Fire Department Referrals	23
Court Hearings	938
Places of Assembly Inspected	1,800
Complaints Received	2,633
Special Reports	100
	<u>6,194</u>

License Commission

The License Commission, comprised of a chairperson, the Chief of Police and the Chief of the Fire Department, is charged with the responsibility of issuing and enforcing all food and drink, lodging, vehicle and certain miscellaneous licenses. The Commission regulates approximately 1,600 premises, 248 taxis, and approximately 600 taxi drivers. The Commission meets on the second and fourth Tuesday of each month at 6:30 P.M.—this allows for greater community participation and involvement in the decision-making process of the Board.

This Commission works very closely with several other City agencies—principally the Fire, Inspectional Services, and Traffic & Parking Departments—before a license is issued and in the enforcement of rules and regulations of said license. The License Commission is also, one of the larger revenue producing departments in the City. FY88 was no exception with over \$1.2 million being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission. During FY88, the following license revenue was secured, by category:

License	FY88 Revenue
Alcoholic Beverages	\$658,782.00
Common Victualer	29,180.00
Innholder	6,720.00
Lodging House	152,752.00
Storage of Inflammables	138,857.00
Shop Sales	5,163.00
Hackney/Drivers	47,902.04
Motor Vehicle-Related	65,234.00

Entertainment & Sports Related	108,237.00
Miscellaneous Fees	2,481.50
Reproduction Fee	877.90
Hearing Fees	<u>9,813.00</u>
Total	\$1,225,999.44

In the areas of enforcement, The Commission has been very active in investigating citizen complaints brought against license holders—primary taxi cabs and liquor establishments.

Part-time civil investigators were added to the License Commission staff, collected and updated routine data once a year on each license holder, verified compliance with special license conditions imposed on particular license holders, and collected objective data both as to license holders which are the subject of citizen's complaints and as to license applicants. These part-time civil investigators also attended to those licensing matters which police officers cannot get to on account of numerous priority calls.

During FY88, two part-time Hackney Inspectors were added to the staff in order to enable the Hackney Police Officer to act as a spearhead enforcing all cab-related laws on the street.

During FY88, the License Commission continued to study the Cambridge taxicab industry in cooperation with the Police Department, Fire Department, Traffic and Parking Department, Council on Aging, Commission on Handicapped Persons, Consumer's Council, the Cambridge Chamber of Commerce, Combined Cambridge Business; Individual Cambridge Consumers, Cambridge Hotels, the Cambridge Office of the State Welfare Department, Somerville-Cambridge Elderly Services, Cambridge's Universities, the Cambridge Haitian American Association, Cambridge cab owners, Cambridge cab drivers, the newly formed Cambridge Taxicab Association, and Cambridge's two cab radio services. Some (30) persons from the above-named agencies and groups constitute the Cambridge Taxicab Advisory Committee, meeting extensively in an attempt to reach a consensus. In March of 1988, a twenty-three page set of taxicab related proposals, which were approved by a majority of the Taxicab Advisory Committee, were approved by the Cambridge City Council. The twin goals sought to be secured by these proposals were (1) reasonable cab service for Cambridge residents and businesses, and (2) reasonable profit for members of the Cambridge cab industry. In June 1988, pursuant to a City Council resolution, the City Manager received several proposals from taxicab consultants to assist the City in determining how many taxicab licenses should be issued by the City. Also in June 1988, the State Legislature approved the City's Home Rule Petition, empowering the License Commission to assess in administrative fine up to \$300 for a violation of a cab-related law.

During FY88, the License Commission continued to implement its expressed policy goal of only allowing that level of business licensing and economic development which is consistent with the predominant character of a particular area. In adopting this policy, the License Commission acknowledged it was neither "pro neighborhood" nor "pro business". The License Commission has therefore formalized its role as a

balancing agent between the city's need for both a strong economic climate and reasonably safe and quiet residential areas. With respect to residential areas, this policy means that no new license is to be granted if that license would harm the tranquility, peace, and quiet of a predominately residential area.

In support of this general policy, the Commission during FY88, made no exceptions to its cap policies, limiting the number of liquor licensees, in seven delineated "cap" areas; six "cap" areas are located along Massachusetts Avenue from Lafayette Square to Alewife Brook Parkway and the seventh "cap" area is in Inman Square.

During FY88, the Commission worked closely with neighborhood groups, the Community Development Department, and two developers in an endeavor to work out a compromise as to the size and content of two proposed developments in Porter Square. As a result, in October 1987 and January 1988, two detailed out-of-court settlements were signed by the City and these developers. During FY88, the Commission also worked closely with the Community Development Department on a detailed study of future directions for the Central Square area.

During FY88, the Commission in conjunction with noise control engineers continued its study into the formulation of new regulations relative to specifying allowable sound and vibration levels which emanated from licensed premises. Commission staff members were also asked by the City Manager and the Police Chief to assist in measuring allegedly noisy sound levels emanating from unlicensed premises.

In furtherance of a neutral policy between businesses and residents, the Commission whenever reasonably possible operated out of negotiated settlement, compromise, and consensus. As a corollary to its role as a balancing agent between residents and businesses, the License Commission continued its policy favoring out-of-court negotiated settlements, compromise, and consensual resolutions among competing interests. However, the Commission insisted that each out-of-court settlement immediately provide both certainty and reasonableness as to what will be allowed and what will not be allowed on the licensed premises. Pursuant to this policy, the following matters were the subject of settlements: Campus/Man Ray at 21 Brookline Street agreed to a 1:00 a.m. closing time and to an occupancy level of (508) persons; Latin-O's at 11 Brookline Street through its Trustee-in-Bankruptcy agreed to sell its liquor license to Forest City Realty, who plan to relocate the liquor license into the University Park area.

Inevitably, since negotiated settlements are not always possible, the License Commission was involved with a few court actions in FY88. With respect to existing court actions involving the Commission during FY88, there are two involving cabs and one involving a liquor license. The issue involved in the first "cab" case is whether any one cab company can lay exclusive claim to the color, yellow, as the base color for a cab. The issue involved in the second "cab" case is which of two groups will be allowed by the Commission to purchase and operate the (26) cabs currently owned and operated by the Cambridge Taxi Company. The issues in the foregoing two cases remain unresolved and the cases are still active. The third

case in court involves the License Commission's power to set an occupancy limit in a nightclub which is less than the capacity limit set by the Inspectional Services Department.

During FY88, the License Commission also continued its policy of maximizing input from Cambridge residents, Cambridge businesses, and relevant city officials.

- Free mailing of all Commission hearing agendas to Cambridge residents and Cambridge businesses.
- Frequent communication with both business groups and resident groups as to how the Commission may assist in successfully resolving pressing problems.
- Active solicitation of opinions from business and resident groups prior to issuing any new licenses.
- As a matter of policy, sitting down for hearings with all applicants for non-alcoholic beverage restaurants, extension of hours, and entertainment licenses, although not legally required to do so.
- Providing a verbatim stenographic record of each hearing so that business people or residents may verify what was actually said and by whom at Commission hearings.
- Under the direction of the City Manager, the Commission coordinates with the Assistant City Manager for Community Development, the Traffic Director, and the Inspectional Services Commissioner to facilitate exchange of information and to avoid a developer's technique of "divide and conquer" with respect to City officials. This procedure was used in FY87 to disseminate information on developments planned for Porter Square, the Grace site on Alewife Brook Parkway, the Simplex site, and the Lechmere site.
- Coordinating with the Middlesex County District Attorney's Office and the State Attorney General's office to increase effectiveness in areas of common concern.

The License Commission continued to formalize a network of licensing officials nationwide, so as to facilitate the exchange of licensing information and ideas in problem areas. Also, the License Commission Chair during FY88 was instrumental in forming a statewide network of local licensing officials.

The License Commission continued to supply administrative support to the Cambridge Pole and Conduit Commission, the workload of which has increased significantly with the construction of Cambridge's Cable TV system.

During FY88, plans were formulated to implement the following during FY89:

- Relocation of the Commission's Office to larger quarters at 831 Massachusetts Avenue.
- Improved coordination with the Inspectional Services Department regarding premises regulated by the department and the commission; a central computer with work stations in both the Inspectional Services Department and in the commission office will enable both agencies to act in a timely and harmonious fashion.

- On-site visits to each licensed premise to update data.
- Faster responses by commission personnel as to requests for information and services.
- Continued implementation of proposals made by the Taxicab Advisory Committee.
- Logical organization of cab-related data within the data processing system so as to facilitate quick access to all of this information.

Consumer Council

The Consumer Council’s budget is located within the License Commission’s budget, with the License Commission Chair acting ex officio as a member of the Consumer’s Council.

The City, in partnership with the Attorney General’s Office, funds the Consumer Council office to provide complaint resolution service to Cambridge residents with consumer problems involving car sales or service, home improvement work, retail sales transactions, etc. The Attorney General’s Office during FY88 awarded the Consumer Council a grant of \$19,500 in order to promote local complaint resolution. The work of the Council staff also includes conducting educational workshops, providing informational pamphlets and offering self-help advice.

In FY88, over 1,200 phone inquiries were handled, 509 written complaints were received and 506 were brought to conclusion. Nearly \$85,000 were saved or refunded to consumers. In addition to the two paid staff members, several citizens contributed over 1,000 hours of volunteer service. In FY88, funding in the amount of \$3,500 continued for a second year from the Older Americans Act (Title IIIb) setting a focus on assisting the elderly consumer of Cambridge.

In June of 1988, the Commission co-hosted with Mayor Alfred E. Vellucci a reception and press conference for At-



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Weights & Measures

Weight and Measures is charged with the responsibility to ensure that equity and fairness prevails between buyer and seller in determining the quantity of goods involved in all business transactions in the City of Cambridge. The department enforces all laws, ordinances, and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

All sales of goods and services in which measurement is a criterion such as food, heating, fuel and gasoline are within the purview of the department’s daily activities. It is impossible to mention anything we eat, wear, or use that has not been weighed or measured perhaps many times. As our population has grown and the number of products on the market has increased, the responsibility to “see that things measure up” has become an increasingly more important duty of weights and measures.

The following devices were tested and sealed during FY88:

Scales	671
Weight (avoirdupois, troy, metric, apothecary)	804
Taxi meters	342
Heating oil delivery systems	38

A new concept of this department is to issue a certificate stating that, the metering system has been inspected during the delivery of oil to the consumer by the sealer or his deputies, assuring that the system conforms to all the General Laws of Massachusetts.

The Sealer of Weights and Measures also serves as a member of the Cambridge Consumers Advisory Council.

During FY88, sealing fees for the department totaled \$9,259.50.

Electrical

The Electrical Department is responsible of providing several major functions to all City departments, public places and private sector. There are six interdependent divisions providing the following services: electrical construction and maintenance, signal maintenance, radio communication, tela-communications, emergency fire and medical dispatch and street lighting.

Each division’s responsibilities are as follows:

- Electrical provides daily maintenance for electrical systems for municipal buildings and areas containing outdoor lighting and other systems. Installs electrical wiring and associated equipment for construction projects in support of other departments.
- Signal Maintenance area maintains the municipal fire alarm system for public fire alarm boxes, and fire alarm connections from private dwellings and is also responsible for police call boxes and other emergency alarms such as jogger alarms in various recreational areas.
- Radio Communication provides radio equipment and maintenance for the city's radio network consisting of ten different city agencies.
- Tela-Communication maintains all existing telephone system and coordinates the installation of new systems when necessary.
- Emergency fire and medical dispatch—this division is responsible for receiving and transmitting calls for fire and medical services from the public sector.
- Street lighting coordinates the maintenance and installation of street lighting associated with Comm Electric, private contractor and developers servicing public streets, and open recreational areas.

During FY88, the Department provided the following services:

Electrical Construction:

- 3 Bigelow Street—installed wiring and equipment for a fire alarm system, emergency lighting, receptacles and lighting to update the facility to current code requirements.
- PWD Garage Broadway—updated the electrical system to accommodate electrical machinery required by the forestry division.
- Treasurers Office—rewired the entire office over to accommodate new computer equipment, and upgrade the lighting to be installed.
- Assisted the city's computer office in installing computer cables for the new system for City Hall.
- Installed wiring in five of the nine firehouses for the installation of the new voc alarm system.
- Installed outside lighting at the Agassiz School for increased security.
- Coordinated and installed or removed lighting in five recreational areas for the department of Community Development in conjunction with major renovations.

Signal Maintenance:

Installed thirteen thousand feet of cables for the voc alarm system to fire houses, increased the capacity of the fire alarm system to areas being developed and the connection of private fire alarm systems.

Radio Communications:

This division has been actively installing the new city wide radio system for the ten city departments involved, and at this time the system is eighty percent complete. Complete installation is expected by January 1, 1989.

Telecommunications:

Coordinated an average of 780 calls for telephone repairs by various departments, and installed new telephone service for human services at 15 Pearl Street, fire and electrical departments, and has started a major installation for the new building at 831 Mass. Ave.

Emergency Fire and Medical Dispatch:

This office has received and dispatched approximately 6,500 emergency calls for service. Since September 7, 1988, this operation has been dispatched from the new communications office containing the most modern equipment available. In the near future this operation is expected to improve medical dispatching.

Street Lighting:

The department is continuing the relamping program of all existing street lighting consisting of 5,800 lights. This program should be completed in 1989. Thereafter, the lighting will continue to be relamped and maintained on a smaller scale to insure that proper levels of light are maintained.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major changes being made in emphasis taking place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies have moved away from preparation for the hazards of nuclear war and working instead on preparing governmental responses to natural and man-made disasters. Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 53 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 19 laboratories licensed to perform biogenetic work using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals; but based on license and permit data from U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Quality Engineering, it appears that about three hundred locations in Cambridge present such risks.

These hazards, although small in scale, are uniquely diverse and present a real challenge. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. In November of 1986, the federal government enacted the Superfund Amendment and Reauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such material with the city and file material safety data sheets of all material contained in the inventory. The emergency plan required by SARA has been incorporated into the Cambridge Comprehensive Emergency Management Plan, and will be updated as additional facilities file the required SARA inventories.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking Emergency Management Department, Fire Department, Fire Alarm office and Health Department. This computer system was financed in part, with Federal Emergency Management Agency funds, and contains a database of the SARA inventories and material safety data sheets utilizing TOXIC ALERT software. It also contains the NOAA CAMEO hazmat database, which was obtained from NOAA without cost, and the CHEMS hazard analysis program which was provided by the Arthur D. Little Co. without cost. These programs will be available to fire companies on line on a twenty four hours a day basis. The computer located at the Emergency Management Department office is able to access the FEMA IEMIS computer which provides a variety of information, including NOAA weather data on line 24 hours a day. All units can access the CHEMTREC data bank for chemical information relating to material spill emergencies.

The department also coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

Public Works

The Department of Public Works is one of the City's "on demand" service agencies where both the public and other city agencies collaborate their efforts by finding immediate physical assistance in correcting problems of infrastructure. The Department's response runs the gamut from snow removal to filling pot holes to cleaning sewers to refurbishing offices and working areas. In order to manage the growing work demand, the Department is divided into ten functional units: Administration, Engineering, Construction, Sanitation, Snow and Ice Control, Parks and Forestry, Cemetery, Public Buildings, Vehicle Maintenance and the off-hour service.

When "the cold wind doth blow" the Department mounts its salt and sand spreaders, street plows, its flashing lights and begins the annual battle with Winter in the City. This year proved no exception. The first snow fell on November 10 and

the last one came on March 15, totalling in all some 58 inches. During that four month period, the Department went on the snow offensive twenty seven times to clear pavements with salt and sand applications, including eleven skirmishes with both snow plows and salting applications. In four of these latter encounters, the Department called in contract plowing which, at its height, adds 35 plows to the Department's twenty one regular plow units.

Sanitation centers on solid waste collections and street sweeping. In solid waste collections, the twelve department trucks manned by thirty six workers picked up nearly 47,000 tons of solid waste, transporting it to the BFI transfer station in East Cambridge. During National Public Works Week in May, the Department held a city wide cleanup weekend and collected over 200 tons of refuse from basements, garages, and attics and garden sheds. The solid waste tipping fee rose to over \$65 a ton, adding to an already rising collection cost for the City. The State announced its intention to secure property in Cambridge for the construction of a regional recycling facility and the City Council passed a mandatory recycling ordinance to take effect in Cambridge when the recycling facility comes into active operation. The Department authorized, after public bidding, a full scale study of solid waste management in the City with particular emphasis on future operations and policy choices over the next five years. The report is expected to be ready early in the next fiscal year.

Street sweeping this year was augmented by a new contract which makes available two brand new Elgin Sweepers to the Department on its April to November monthly residential cleaning program. One sweeper does the posted streets while the other concentrates on the major squares with early morning sweeping. The sweepers average nearly seven hundred curb miles per month and the Department, in cooperation with the Police Department, tows about a thousand cars a month in order to keep the sweepers on time in cleaning their scheduled streets. Public Works and the Traffic and Parking Department have designed a new street sweeping brochure which includes a run down of regulations and a more visible street name map. The brochure is combined with similar information on the snow plowing program and will be available to all residents in time for the next year's activities.

The construction division is a diversified operation providing pot hole response, rebuilding damaged sidewalks and driveways, undertaking minor street reconstruction and providing support services to a variety of city-wide activities. Examples of its accomplishments during this fiscal year is the rebuilding of the Quincy Circle entirely by in-house forces, the installation of 82 driveways and curb cuts under the City Council order and the use of well over 500 tons of asphalt and 300 cubic yards of cement in the repair of streets, sidewalks and driveways. The division worked, in cooperation with the Water Department, on 262 street cuts for water line repairs. And under its permit responsibilities the division issued 1,243 permits for excavations, street obstructions and the temporary use of construction dumpsters. But the division as well provides a wide range of construction support to other agencies. An ex-

ample of this is the effort made in cooperation with the Department of Community Development when, early this spring, construction division crews demolished the remnants of the Sacramento Street playground in preparation for the construction of a new playground. The total cost to the division was over \$14,000, but the work saved double that had the demolition been included in the bid for new construction.

The sewer division's work was augmented substantially this year with the award of three contracts: emergency sewer repairs, cleaning and televising selected streets and catch basin cleaning. The emergency contract has already completed the reconstruction of 85 badly damaged drainage basins while the cleaning program has resulted in the cleaning of four streets with ten more slated for the next fiscal year. The catch basin cleaning effort will, when completed next year, have cleaned some 2500 catch basins and will give the City a computerized listing of all city catch basins for future reference and planning. Division crews responded to 285 emergency calls and freed 175 serious problems through rodding and clean outs. Design work for Phase VI of the City's comprehensive sewer improvement program moved ahead with the deployment of test borings in the proposed construction area. Once the borings are fully analyzed, the design work is expected to be completed in December, 1988 with construction contracts targeted for award before the end of the next fiscal year.

The main thrust of the City Architect is the administration of the designer selection process, the oversight of construction contracts on public buildings, consultation on building problems with other city agencies and the preparation of implementation of service and maintenance contracts. During the year a number of projects were in progress for several city departments: Hoyt Teen Center, Engine Company No. 6, Public Works Garage remodeling, 831 Massachusetts Avenue, Day Care Center and various renovations in City Hall. Work has also processed on a continued program of asbestos removal in city buildings.

Related to the building reconstruction and remodeling is the Building Maintenance Division which provides day to day maintenance and custodial service on most of the City owned buildings. Significant maintenance work undertaken by the Division was the replacement of twin boilers in the building at 51 Inman Street, renovation of the men's washroom in City Hall, and major roof and internal wall repairs to the 57 Inman Street. A part of building maintenance not often noticed is the sign shop which, this year, produced over 5,000 no parking and other street emergency signs, 36 canvas notice signs posted on the City Hall lawn and a hundred fifty lettering jobs on city offices, public buildings and city equipment.

The Department's vehicle maintenance division handles inventory and maintenance of the public works fleet of more than one hundred vehicles. During this year 22 new vehicles were purchased as either replacement or additions while another 12 non-motorized units were added to the Department's stock of equipment. Refuse collection trucks were put on a periodic, contract wash service for better looks and better maintenance.

Improvement and expansion were in evidence at the Cam-

bridge City Cemetery where new gravesite areas were opened, the storage area was cleared, banked and put into working order for future use. 173 gravesites were sold and 476 interments were made during the year with a revenue intake of \$257,000. Design selection was completed for the reconstruction of the cemetery wall which is scheduled for next year.

The City Engineer provides a variety of technical services both to the Department itself as well as to many public agencies and private organizations. The City Engineer's office updates land records, street lines, sanitary and storm drain locations and consults with the assessor's office and the City's zoning staff in matters of plan corrections and land court dimensions. Plans and specifications developed by the Office of the City Engineer for street and sidewalks work last year affected, in whole or in part the following streets: Charles, Clark, Eight, Elm, Harvard, Hurley, McTernan, Moore, Norfolk, Regent, Riverside Place and Spring St. Additional work was done on Cambridge, Austin, Bellevue, Columbia, Concord, Fairview, Harvey, Huron, Lawn, Norman, Norumbega and Oxford.

The Parks and Forestry Division maintains over 100 parks, tot lots, and playgrounds scattered throughout the City. the work is divided between regular work forces and three contractors who maintain twenty larger park and playground areas. During this year the Park Management Study got underway with the award of a contract to AEM Associates of Teaneck, N.J. A complete field site inventory of all parks, tot lots and playgrounds has been completed and is being readied for transfer to the Department's computer operation; a structured, daily maintenance system is now being tested for permanent installation. Two major parks were added to the City's system: Lechmere Canal Park and the Costa Lopez Park. The former is being maintained under contract with costs shared by the City and abutting developments; the latter is also being maintained under a contract to which the nearby firm of Haley and Aldrich contributes nearly all of the cost. All park maintenance contracts have been put on a regular reporting schedule and



The City has an ongoing park clean-up program. Workers pictured at Haggerty playground.



Children at pre-school "creating"

THE NEXT



Children with Police Robot of the "Officer Caring Program"



Children at pre-school participating in story telling sessions.

CAMBRIDGE

MASSACHUSETTS

GENERATION



Children playing at the newly-renovated Harrington tot lot



City-wide youth games held summer of 1988

GE, CHUSETTS



Children in Follow Through Program learning at City Hall



Catch basin cleaning is a regular service performed in conjunction with street sweeping. In 1988, upwards of 3,000 catch basins were cleaned.



Preliminary "floating" of new concrete pedestrian ramp and sidewalk.

Community Development

As the agency responsible for planning for the City's built environment, the Community Development Department plays a key role in guiding growth and future change in the City. Central to our efforts are the goals to preserve and enhance Cambridge's diverse neighborhoods, to strengthen the tax base and to inform and involve residents and businesses in the public decision-making process. With a strong commitment to maintain and strengthen its numerous housing, energy, open space, zoning, economic development, transportation and neighborhood planning activities, the Department's FY88 agenda was extremely full and varied.

The City's planning efforts are implemented by a 50 member staff who administer in excess of \$40 million in Federal and State funded projects, including the FY88, \$3.02 million, Community Development Block Grant Program. In addition, in FY88, staff coordinated more than \$700,000 of City-funded capital improvement projects. These dollars are used creatively to provide maximum benefit to Cambridge residents whether in delivering home improvement services to low- and moderate-income households, in leveraging private investment in deteriorating areas or in upgrading the environment.

The Department works closely with the City Council, the Planning Board, citizens groups, developers, the business community and other government agencies to ensure widespread participation in the City's planning efforts. To broaden this participation, the Department's Neighborhood Planning Program was expanded in FY88 to combine ongoing neighborhood stabilization activities and work with community groups with a multi-year program of planning studies for each of the City's neighborhoods. FY88 witnessed the start of the first two studies focusing on The East Cambridge and North Cambridge neighborhoods. The Neighborhood Planning staff also continued to assist community groups in evaluating development projects and other activities currently underway in their neighborhood.

In addition to these community planning efforts, the Department continued its program of open space rehabilitation. Working with other City departments, state agencies and community groups the Department designed a major renovation of the King School Playground. Other planning activities included: redesign of the Tobin and Agassiz playgrounds; development of preliminary improvement plans for several Cambridgeport playgrounds; and Stabilization funded open space projects in East and North Cambridge. Construction on these improvements is anticipated to begin during FY89. Several projects were also completed in FY88 including improvements at Maple, Paine, and Parkway Playgrounds and major renovations of Costa Lopez Playground in East Cambridge and Winthrop Square Park in Harvard Square.

Housing issues and activities also received much attention in FY88. As in prior years, the department has taken a broad-based approach to addressing the City's housing needs. This

their work is monitored daily by a para-professional attached to the City Architect's Office.

Administratively, the Department instituted a number of projects during the year to increase the effectiveness of its management. Much of this centered on computerizing many of its activities in order to provide immediate, up to date information. A complete vehicle maintenance program was designed and tested which, when implemented next year, will identify all vehicles, their maintenance cost, the record of repairs, oil and gas usage and provide a schedule for preventive maintenance. A similarly designed program was begun to apply to all city buildings. The billings for commercial garbage collections, curb and driveway installations were also computerized. In addition the Department instituted a management attendance program through which includes a careful review of sick leave use with quarterly reviews on usage in order to reduce the amount of absences in the Department.

has included continuation of various rehab programs to upgrade the existing housing stock, creation of new affordable housing opportunities and planning for the City's future housing needs. In its work, the staff uses public resources to leverage other public and private funds, thus reducing the financial burden on homeowners and tenants while increasing the value of the public dollars invested in each project.

During the past year, the Department has continued its extensive Home Improvement Program for 1-4 unit low-income owner-occupied structures. In FY88, a total of 179 units were worked on through the HIP Program. In addition to Block Grant funds, the Department offers weatherization assistance to these owners. Although the program has focused on Block Grant neighborhoods, low-income owners needing housing rehab in the more affluent neighborhoods of the city have been seeking assistance from the Home Improvement Program.

Also in FY88, the Department's multi-family rehab staff started the rehabilitation of 45 rental units at Linwood Court. Progress was also achieved on several homeownership projects. The Department, working with RCCC, NAHS and Harvard University, played a major role in rehabilitating a seriously deteriorated building at 280 Western Avenue into a Limited Equity Co-op for low and moderate income families. This building was completed and occupied by six families in Fall, 1987. Another 6 unit limited equity co-op project is now underway at 10 Laurel Street. Final construction of a five unit homeownership project on Hayes Street in Riverside also began in FY88. Construction is expected to be complete by December 1988.

The department also invested substantial effort in FY88 in working with the City Councils' Committee on Linkage to draft an Inclusionary Zoning Amendment to generate funds for affordable housing. The use of these funds will be determined by a Housing Trust Board representing various sectors of the community involved in housing issues. It is anticipated that the Housing Trust Board will begin its work early in FY89.

The Department's Residential Energy Programs, financed through a variety of Federal and State revenue sources, also continued to grow in the past year. These programs offer a year round comprehensive range of weatherization services to both tenants and landlords throughout the City.

In FY88, the Economic Development staff concentrated on implementation of specific projects and coordination of major planning efforts designed to better control and direct future development in the city. The past year saw an even stronger need to shape and control development so that it minimally impacts the city's neighborhood's, while at the same time retaining the benefits that such development brings in the form of jobs and tax revenues.

The most significant developments in FY88 included P.U.D. approvals by the Planning Board for the Cambridge-Side Galleria, a major mixed use project in East Cambridge containing a three-anchor shopping mall, with office and housing components; and the new Lotus office building now being constructed between Commercial Avenue and First Street.

Other work in East Cambridge included the completion and

opening of Front Park and completion of the One Canal Park office project and Phase I of the Thomas Graves Landing residential condominium project. While roadway construction on Commercial Avenue and Cambridge Parkway was slowed during the year, it is now nearing completion.

Activity in the Alewife area increased during FY88 with Planning Board approval of a P.U.D. for a project located at the W. R. Grace site to be known as Alewife Center. Construction has already started on the first office building with additional phases (which will include hotel and retail space) to be built over the next 10-15 years. A Special Permit was also granted for development of the Aku-Aku, J. D. Lyons site into a new office and retail project.

This past year also witnessed the beginning of a respite in major construction activity in Central Square with the completion of both the MBTA Red Line Station and the City and Town Commons Park located at the intersection of River Street and Western Avenue. In addition, the Central Square Action Plan was completed and approved by the City Council. It is hoped that this plan will provide an effective blueprint for the future development and revitalization of the Square.

In FY88, the Department also played a key role in developing the Cambridgeport Revitalization District zoning. This effort led to the City Council's adoption of an innovative and complex set of regulations to guide and manage development in this area. In addition to the zoning regulations, the effort required development of detailed traffic mitigation and urban design criteria. Plans for roadway improvements, low and moderate income housing, and infrastructure financing were also developed to provide a comprehensive package of public improvements and controls. The Department will also be involved in the implementation of these control and in guiding the second phase of planning efforts in Cambridgeport, focusing on the area south of Pacific Street.

Staff have also worked closely with the Harvard Square Advisory Committee to review and make recommendations on



With excellent views of the Charles River and the Boston Skyline, Front Park offers Cambridge residents a beautiful setting for passive recreation.



Through the City's Limited Equity Co-op Program, six lower income Cambridge families were able to purchase and renovate a previously-deteriorated building at 280 Western Avenue



Using both Community Development Block Grant funds and local revenue, the City transformed a deteriorated park with limited recreational facilities into a popular neighborhood playground.

several projects planned for the Square. Design and zoning review of projects in the East Cambridge and Alewife Development Districts has continued along with planning for the future of North Point. These activities have occurred simultaneously with the ongoing functions of construction management, sign review, small project review, transportation and traffic impact analysis, policy discussion and other Planning Board related work.

Data management activities included computerization of housing data and construction specifications and a stronger integration of data management and analysis into the planning process. Specific projects included assistance in working with the Housing component on a study of Rent Control tenants; coordination and assistance on demographic surveys and anal-

ysis to be included in the Neighborhood Planning component's neighborhood studies; and assistance to the Economic Development component and other City departments on grant applications.

Historical Commission

The Historical Commission has established a number of innovative programs and preservation planning ordinances. Created in 1963 under the Historic District Act of the Massachusetts General Laws Chapter 40C, the Commission's initial mandate called for the administration of four historic districts (OCHD); the survey of some 13,000 Cambridge buildings; and the marking of historic sites and buildings.

The Historical Commission meets monthly to review cases in the OCHD and the Fort Washington Historic District which was established in 1981. No demolition, new construction, or publicly visible alterations can take place in these districts without approval by the Commission. This year the Commission heard 39 cases in OCHD. The Commission also has jurisdiction over local landmarks and reviews demolition permit applications for buildings over fifty years old. With five landmarks currently designated, the Commission staff has undertaken surveys of eligible buildings throughout the City and is preparing landmark reports for presentation to the City Council. The Commission also accepted petitions from the public for landmark designation of 10 endangered buildings. In addition, 58 demolition permit applications were reviewed, with 13 evaluated at public hearings. The Commission also started to review all building permits this fiscal year. 522 permits with approximately 105 of them requiring review came through the office in three months.

The Commission continues to support two neighborhood conservation districts whose procedures are tailored to meet local needs. The Half Crown NCD, located just west of Harvard Square, was established in 1984; this year, its commission heard 10 cases. The mid Cambridge NCD was created in 1985 and includes over 2,000 buildings; its commission has reviewed over 2,000 cases to date.

In May, the Commission also published 3,000 copies of *Maintaining Your Old House in Cambridge*, an illustrated guidebook for homeowners on practical techniques for preserving old houses. An extensive review in the *Boston Sunday Globe* has increased book sales significantly and made the information available to a wider audience. The Commission completed the survey of Cambridge architecture in 1975; this inventory includes some 13,000 buildings and is available to the public. The Commission published the *Survey of Architectural History in Cambridge* in five volumes between 1964 and 1977 and its publication of *A Photographic History of Cambridge* in 1984. The M.I.T. Press will publish the second edition of *East Cambridge* this fall. It will include newly found architectural, historical and cultural information, as well as 460 photographs and maps.

The Commission installed twenty-five blue markers at significant historical buildings and sites throughout the City this year. A marker system for landmarked buildings is currently underway.

The Commission has also undertaken preservation planning for Central Square, as it did for Harvard Square several years ago. The proposed Central Square National Register Historic District includes that area along Massachusetts Avenue between Lafayette Square and Bigelow Street. Listing in the Register will allow owners of income-producing property to apply for the Federal Investment Tax Credit for substantial rehabilitation. National Register status will also allow property owners to donate a façade easement to the Cambridge Historical Commission for substantial tax deduction. To date, the Commission holds 17 easements on buildings throughout the City.

The department, with the assistance of the non-profit Friends of Fort Washington and the Massachusetts Historical Commission, secured funds for the restoration of Fort Washington site in FY89. Other projects include the restorations of both Longfellow Park and the Brattle-Craigie wall. The Commission has also received funding for the publication of a series of public information of a series of public information brochures on the Commission's designature programs.

The department administers two grants—the Preservation and North Cambridge Paint Programs—for low- and moderate-income homeowners. The Preservation Grant Program, now in its twelfth year, has helped more than 225 people restore their homes, while the paint program, in its seventh year, has provided subsidies to help over 125 people paint their houses.

Conservation Commission

Since its establishment in 1965, the Conservation Commission has broadened the scope of its activities as an environmental agency in Cambridge. In accordance with the 1957 Massachusetts Conservation Commission Act, the Commission has worked toward the preservation of natural resources and the protection of open space in the city. The Commission assumed additional responsibilities with the enactment of the Massachusetts Wetlands Protection Act in 1972. Under this legislation, the Commission's new responsibilities included review and permitting for projects in Cambridge's wetland resource areas. Such wetland resources are complex and valuable ecosystems which are sensitive to the pressures of development. The Commission's regulatory activities require review of proposed project potential impacts on wetlands. The 1983 amendment to the Wetlands Protection Act expanded the mandate of the Conservation Commission to include protection for floodplains, storage areas for flood waters during large storms.

In order to protect the wetlands and floodplains of Cambridge, the Commission reviews individual projects proposed

in these areas. The Commission guides developers to design environmentally sensitive projects. The Commission issues permits for such projects in order to ensure protection of these valuable resource areas. During FY88, the Commission's regulatory responsibilities again expanded. The Mass. Wetlands Protection Act and regulations were amended to include the protection of wildlife habitat in wetland resources. The Commission now includes review of the potential impacts on wetlands habitats in assessment of wetlands proposals for Cambridge.

In order to evaluate proposed wetlands projects, the Commission reviews the proposal at a public hearing and then issues an Order of Conditions. These conditions are designed to protect the wetland resources in question. During FY88, the Commission held twenty-nine (29) public hearings at thirteen (13) public meetings to address proposed projects, as well as other issues of environmental concern. Forty-eight (48) wetland site inspections were conducted to assess the possible impacts of the proposed projects, investigate sites for wetlands violations, and evaluate compliance with wetlands permits. In addition, the Commission provided comments to state and federal agencies, including MEPA, NEPA and DEQE, on several major projects that will affect the city. The Commission has reviewed such projects as the proposed Route 2/Alewife Brook Parkway roadway improvement, the proposed Alewife Center development, the Spy Pond Restoration, and the Massachusetts Water Restoration, and the Massachusetts Water Resource Authority's Combined Sewer Overflow Facilities Plan. In some instances these comments have helped the project proponents to develop more environmentally-sensitive alternatives.

In addition to assessment of proposed projects, the Commission endeavors to ensure restoration and improvement of Cambridge's wetlands. A state-funded Clean Lakes study of Black's Nook Pond, a small scenic waterbody located on Fresh Pond Reservation was completed this year. This year-long diagnostic/feasibility study explored ways to restore the natural integrity of the pond. The final report has been submitted to and accepted by the state Division of Water Pollution Control. Also, the Commission continued to work with the MBTA to both clean up illegal dumping in the wetlands behind the Alewife Station/Garage and prevent such future dumping. These wetlands connect to the Metropolitan District Commission's Alewife Reservation, which support a rich population of plant and animal species.

As the Alewife area has many of Cambridge's wetland resources and is the location of several new development projects and proposals, the Commission has taken particular interest in this area over the past several years. Jerry's Pond, Parkway Pond, Yates Pond and the Little River, in addition to the MDC's reservation, are among the wetlands in this area. Recognizing the increasing pressures on these resources, the Commission has proposed several wetlands in this area, including Blair Pond and Jerry's Pond, for acquisition by the MDC as part of their Open Space Acquisition program. The parcels to be purchased under this program will be announced by the MDC in the fall.

In addition to regulation of wetlands activities, the Conservation Commission coordinates the Community Garden pro-

gram and provides information to the public on issues of environmental concern. This year the Commission distributed 400 packets of free vegetable seeds, through the Mass see program, to members of the Cambridge's ten (10) Community Gardens. These victory gardens support the gardening efforts of nearly 300 Cambridge residents each year. The Commission also provides information to the public regarding environmental issues, through workshops on wetlands protection and Cambridge's natural resources. The Commission's Director conducted such a workshop in Fall of 1987. As a complement to such efforts, updated Cambridge wetlands maps and the accompanying report will soon be available for public review. These maps will identify the wetlands under the Conservation Commission's jurisdiction.

The Conservation Commission also provides support for the Committee on Public Planting, established in 1979 through a City Council ordinance. The Committee reviews and provides guidance to city departments and state agencies on numerous planting projects throughout Cambridge. Such projects have included Roethlisberger Park, Point Park, Front Park, the East Cambridge Roadway Improvement Project and plantings at Harvard Square, Brattle Square and other locations. The Committee also sponsors the Client Street Tree Program which is supported by the Department of Public Works. More than 600 street trees have been purchased and planted through the Committee's program, since 1982. Through this program a resident, condominium association or business can select trees for their chosen location, and the City coordinates and pays for the planting. During this year's Spring program 102 trees were planted along the streets of Cambridge. The Committee also assisted the Department of Public Works in the species selection and planting location for twenty-seven (27) additional trees that now enhance Mass. Avenue in North Cambridge.

The Committee also provides information to the public concerning tree care and sponsors educational programs for children. The Committee has sponsored an interactive urban program for elementary school children. Students learn about tree botany, identification and ecology in this experiential natural history program. This successful pilot program on urban trees was presented in May at the Arnold Arboretum of Harvard University as part of their annual Arbor Day celebration.

Peace Commission

The purpose of the Peace Commission is to undertake and support local initiatives to prevent the threats of nuclear war and encourage citizen participation in activities, that will achieve world peace. As the nation's first local peace commission, it has gained international recognition for its unique and positive role in educating citizens about the ravages of war and the social and economic ills caused by international tensions.

This past year, the Commission has fostered the development of a group of public school teachers and parents interested

in peace education. During FY88, the commission has published three newsletters, analyzed the results of a questionnaire on peace education; researched and documented the status of the peace kit and published a pamphlet regarding the kits for teachers.

The Commission's work with our sister cities has continued through an educational project about San José Las Flores, El Salvador in Cambridge's elementary and parochial schools. In addition, a youth and peace exchange program with Yerevan was coordinated. The commission has begun an open-minded assessment of the situation on the West Bank by sending a commissioner to evaluate the situation.

The Commission carried out the 4th annual Work-for-Peace Camp with 21 Eastern and Western European volunteers and eight CRLS students working together to renovate low-income housing and intern with local peace and justice groups. The group participated in discussions about peace and justice and hosted to Youth Dance for Peace.

The Commission hosted international peace delegations through receptions and brought these guests into the schools. The groups have included a Japanese delegation of A-Bomb and H-Bomb survivors, Soviet visitors from the Asian republic of Kazakhstan and the Japanese mayor and city officials from Zushi. Other activities the commission participated included the third special session on Disarmament by sending a bus of Cambridge residents; interviewed veterans in Cambridge, who are actively involved in peace issues, and are making a video for Cambridge Cable TV.

The Commission has added eight new commissioners, and expanded its base to add several high school students. The Commission initiates projects and supports programs which build peace by challenging the underlying causes of war, such as injustice, misunderstanding and violence. The Commission continues to seek new residents, who are concerned about peace, injustice and inequality to be Commissioners.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low- and moderate-income tenants, the city chose to regulate rent levels, so that tenants would not be faced with the choice of paying an even larger portion of their income for an apartment or moving out of their community. Rent Control, which has been in effect in Cambridge since March 1970, is currently administered by a five (5) member Rent Control Board and a thirty-two (32) member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases.

During FY88, the Rent Control Board completed the planning and implementing of a citywide general adjustment of

rents for the majority of rent-controlled units in the City. In this adjustment, the Board successfully used several recently completed computer projects, including a "bridge" to the Assessor's Office database, to effectuate a more automated, efficient citywide general adjustment.

During this past year, the Board continued to take steps toward more regular general adjustments of rent. After completing the citywide general adjustment, the Board did a separate general adjustment for "Class F problem properties" that could not previously be adjusted as part of the computerized process. As a result of this project, these properties can participate in regular, automated adjustments. In FY88 the Board also began the public hearing and planning process for the next general adjustment, which is expected in the third quarter of FY89.

The Board also set up a "vacancy match" program, in FY88. This program provides landlords who are willing to rent controlled units, to low-income tenants with referrals to eligible low-income persons, included lists from the Cambridge Housing Authority.

The Board continues to provide assistance by telephone or in person each afternoon, and in person on Wednesday evenings. Other steps have been taken to maximize the public's knowledge and understanding of the Board's procedures, regulations, and data. For instance, the computer has been programmed to provide more information on each controlled rental unit. A landlord/tenant handbook has been published, which makes the Board's rules and regulations easier to understand. The regulations have been reprinted to incorporate all amendments. A new format has been adopted to allow for easier incorporation by users of new amendments into the existing book of regulations. Training sessions were held for owners of small rent-controlled properties, and additional training sessions are planned for the future.

During FY89, the Rent Control Board will relocate its offices to 831 Massachusetts Avenue.

Cable TV

The Office of Cable Television provides services to the public and other City Departments in the areas of license administration and oversight, consumer information and assistance, and municipal television production.

Throughout the period of system construction, the Cable Office in cooperation with Public Works and other departments comprising the City Manager's Cable Construction Oversight Committee, monitored on-street excavations, cable laying, street patching, and clean-up on a daily basis.

In accordance with the consumer protection sections of the Cable TV License, the Cable Officer also assists city residents and cable subscribers in resolving any forms of disputes or differences with the cable operator.

Another major function of the Cable Office is the operation of Channel 37, the City's Municipal Television outlet.

FY88 Achievements

Construction Oversight

As the Fiscal Year drew to a close, more than 98% of the City had been wired for cable service. Since the inception of cable construction the Cable Office has been involved in daily construction inspection. During the final stages of construction, this office has worked with the other departments in the City Manager's Committee and the cable company to identify areas of the city that need to be revisited for clean-up or new patch work as well as developing a tight schedule for wiring the last few locations requiring cable drops. The work of all parties involved in this effort has produced a remarkably smooth build for a cable system in an urban area.

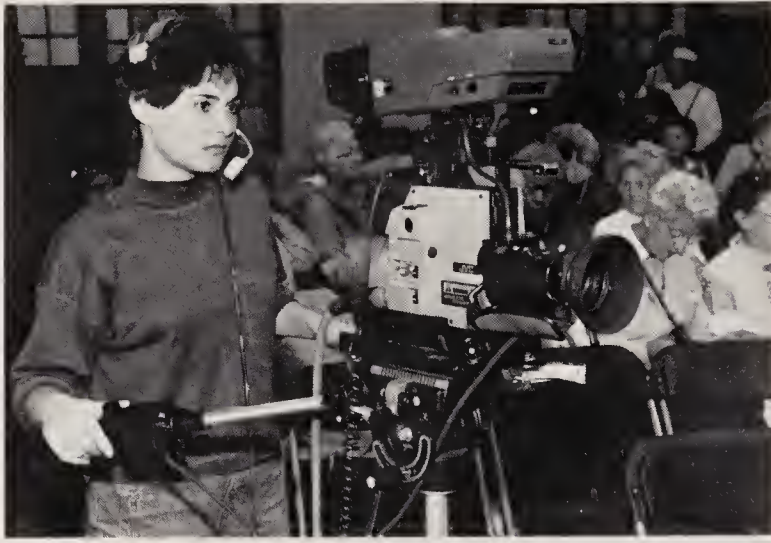
License Transfer

Easily the biggest news in the field of Cable Television in Cambridge this past year was the transfer of the license from American Cablesystems to Continental Cablevision, Inc., a Boston based Multi-system operator.

The buyout of American and subsequent license transfer proceedings required extensive analysis and review of hundreds of pages of documents filed with the Cable Office under state and federal regulations. As in the original licensing process held in 1985, the Cable Office developed and implemented an extensive and exhaustive format for examining all pertinent information culminating in a public hearing during which representatives and officials from Continents responded to detailed questions from the public and City officials. The Public hearing was also cablecast live over Channel 37 to viewers across the city. After careful examination of all available data and documents, the City Manager approved the license transfer on February 25, 1988. In essence, the new operators, Continental Cablevision, agreed to abide by all the terms of the license



Ned Casey, Communications Coordinator, monitors Ron Brown, Assistant Director of Public Services, at the Cambridge Public Library during the presentation of a program on continuing education and volunteerism.



Municipal Access Assistant, Dana Klein, operates the camera during the video-taping of an elder advocacy program.

issued originally to American and considered widely to be a model license in its attention to consumer protection.

Channel 37

Municipal television in Cambridge took a major step forward in FY88 with the installation of a post-production and cablecasting facility in the main Library. This new facility allowed the Cable Office to produce 60 new programs in addition to the weekly cablecasts of City Council meetings. In keeping with the role of a municipal television outlet Channel 37 offered a variety of informative and interesting programs from many City departments including the Library, Human Services, Health and Hospitals, the Schools, Community Development, Veteran Services, Recreational, the Peace Commission, the Council on Aging, and the Mayor's Office.

Programming highlights included a series sponsored by the Library called "Reading the Constitution" with such notables as Archibald Cox, Derrick Bell, and Nat Hentoff; A four-part series on health issues with members of the Cambridge Hospital staff; and start to finish coverage of the DHSP five mile "Run to House the Homeless" in March.

In addition to the continuing Municipal Bulletin Board which offers information on upcoming programs, city meetings, and job offerings in the City, Channel 37 also expanded live coverage to include meetings of the Planning Board and Rent Control.

Water Department

The Cambridge Water Department (C.W.D.) is a municipally owned and operated water utility serving approximately 91,000 permanent customers and an estimated additional 25,000 student population during the academic year. The Water Depart-

ment operated as an agency of the city government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The operating budget and capital improvement projects are financed by the sale of water, in accordance with a uniform flat rate structure established annually by the nine-member, elected City Council. The water rate for FY88 has been set at \$0.85 per hundred cubic feet or \$1,136 per million gallons. This means that for one dollar, the Department will deliver to its customers 880 gallons of high quality treated water, that is regulated by State and Federal laws. This 912 gallons is equivalent to sixteen drums. By comparison, the same dollar will buy only one gallon of bottled or spring water, which is not regulated by any water quality laws.

In 1987, the average daily water consumption decreased to 16.65 million gallons per day (m.g.d.), which was down 90,000 gallons per day (g.p.d.) from the 1985 average of 16.74 m.g.d. Using the 1986 Federal census figure of 91,260, the per capita consumption rate in Cambridge in 1987 was 182 g.p.d. Precipitation on the twenty-five square mile watershed drainage area totaled 34.68 inches in 1987; this amount was 8.32 inches less than the average annual precipitation of 43 inches.

FY88 was the second year of the five-year capital improvement program initiated by the C.W.D. in 1987 to address the rehabilitation needs of the existing Water Treatment Plant and to replace one mile of watermain throughout the City each year. Construction contracts awarded in FY88 include: (a) Corrosion Control Chemical Feed System Conversion—\$700,000 and (b) 1988 Water Main Replacement in Antrim Street, Chauncy Street, Fifth Street, and Hubbard Avenue—\$450,000. In addition to these projects, which are now under construction, the C.W.D. also started final design work on future projects. Projects in this category include: (a) Rapid Sand Filter Rehabilitation; (b) Roof Repairs at Water Treatment Plant and Maintenance Buildings; (c) 1989 Water Main Replacement—Banks Street, Bishop Allen Drive, Buckingham Street and Hollis Avenue; and (d) covering of Payson Park Reservoir in Belmont.

In FY88 the Water Department continued its efforts to reduce sodium levels in the water supply by evaluating the second year of an experimental road salting/de-icing program on State highways within the watershed areas of Hobbs Brook and Stony Brook Reservoirs. This alternative snow melting program was conducted for a second winter by the Massachusetts Department of Public Works (M.D.P.W.), and it consists of using a composite mixture of four (4) parts sodium chloride and (1) part calcium chloride as a de-icing agent. Tests results for the first two years of this experiment have indicated that the program will not significantly decrease the sodium levels in the reservoirs. In anticipation of this outcome, the Water Board, with the assistance of the Cambridge legislative delegation, successfully filed an amendment to the recently enacted State Transportation Bond Bill to fund a \$20 million appropriation for the M.D.P.W. to construct a storm drainage system for State Routes 2, 2A and 128 that will divert highway runoff from the Hobbs Brook and Stony Brook Reservoirs to the south

and the Charles River. When this drainage system is constructed, it will also protect the reservoirs from accidental fuel and chemical spills on these highways.

During FY88 the Water Department was required by the Federal Environmental Protection Agency (E.P.A.) regulations to issue a public notice regarding lead levels and corrosion control of drinking water supplied by the City. The concentration of lead measured in Cambridge water is below the maximum contaminant levels established by the State and the E.P.A. In anticipation of the new corrosion control and lead monitoring requirements, the Water Department awarded a construction contract for a new corrosion control chemical feed system that will utilize potassium hydroxide as a treatment additive to raise the pH of the water above 7.0 and make it non-corrosive. Lead materials in the water distribution system will not corrode and dissolve, unless the pH of the water is less than 7.0 which makes it acidic. The water supplied by the Cambridge Water Department has a pH that varies between 8.1 to 8.4.

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulations" (310 C.M.R. 22.00), which requires sampling and testing of water provided to the public for physical, inorganic, organic, biological and radiological contaminants. The testing frequencies and maximum concentration levels of the contaminants to be monitored vary according to guidelines established by the State Department of Environmental Quality Engineering.

Library

Mayors, Aldermen, City Councillors, City Managers, Library Trustees, and Citizens of Cambridge for one hundred and forty years have held that the mission of the Cambridge Public Library is to provide free, through tax support, to persons of all ages, a system of free public education.

The Cambridge Public Library, they believed, was to serve as a primary source of information, recreational reading, and self-education for all citizens, regardless of race, religion, or economic circumstances.

These public officials and citizens who governed the Cambridge Public Library for one hundred and forty years subscribed to the Jeffersonian principle that a free democratic society can survive only with an informed citizenry.

They believed that young people, students, school dropouts, adults, senior citizens, immigrants, minorities, and the handicapped should have free, open, and easily accessible public libraries.

They believed that public libraries are public institutions to serve the public good (pro bono publico) and they established branch libraries in all the city neighborhoods. The Main Library (handicapped elevator), the North Cambridge Branch Library, the Daniel P. Collins Library (handicapped elevator), a new

Observatory Hill Branch Library (handicapped access), the Salvatore Valente Library, the Cardinal O'Connell Library, the Bookmobile, and the Central Square Branch Library (handicapped access).

Citizens and city officials, from the founding of the library in 1849 to the present, have believed passionately that books and reading and the production of ideas are the "currency of human enlightenment," the arsenal of our democratic culture.

Library Services 1987-88

The legacy of providing free and accessible materials and resources to every citizen of Cambridge, regardless of circumstance, was continued in Fiscal Year 1987-88 through the maintenance of vital collections and programs and through the introduction of new services.

New Opportunities

Sunday Opening. Both new patrons and established clientele welcomed the opportunity to use the Main Library on on Sunday afternoons (1:00 P.M.-5:00 P.M.) from October through May. Each Sunday saw over fifty families and several hundred students using the library, its reference room, and its study carrels. Circulation averaged over six hundred volumes. Branch libraries, in turn, experimented with new hours, resulting in evening service on Wednesdays at the Valente Library (Field Branch) and on Mondays at the Cardinal O'Connell Library (Heritage Center).

Read, Ride, and Return. This unique free paperback exchange service, located in the Porter Square Station of the MBTA, has received national acclaim and an outpouring of zealous attachment by users. Its first birthday finds T riders still enthusiastic, with major support provided by their donations.

Technological Wizardry

The Fax Connection. A telefax machine in the Reference Department of the Main Library links Cambridge to several public libraries, including the Boston Public Library, providing our citizens with hundreds of newspapers, and thousands of periodicals, business reports, and government documents. The Fax Connection is the first step in networking information services and sources. A computerized catalog of the collections of the Boston, Cambridge, Brookline, Chelsea, Newton, and Malden Libraries will be in place by the end of the year. A whole new world of information resources is being opened for the patrons of the Cambridge Public Library.

X-Change. A cable-linked computer service, X-Change provides news, stock market quotations, weather forecasts. Sources of news include not only UPI and API, but also Kyodo, TASS, and other wire services. Patrons can select syndicated features, leading editorials, and reviews of books and entertainment.

Youth Services

Reading Is . . . A project supported by an LSCA Title I Grant, Reading Is . . . provided dynamic appearances by authors and illustrators for all fourth grade students in the public schools in an effort to promote independent reading habits. Over six hundred students met at the Main Library and its branches to hear talented creators of children's books talk about their work and about the joy of reading and the importance of the library. During the visits the children created posters about reading and libraries which are now on view in the Children's Museum in Yerevan (Cambridge's Sister City in the USSR) and on the buses and subways of the MBTA.

Registration of third grade students. Every single third grade child in Cambridge public schools was registered for a library card at the Cambridge Public Library.

Gateway Cities Program. A \$75,000 grant from the Massachusetts Board of Library Commissioners allowed the Library to select materials for use with young people (ages 3 through 21) whose primary language is other than English. Multi-cultural books, dictionaries, encyclopedia, books on tape, video cassettes, and mixed-media kits which allow students to listen to books as they read along, were selected for use with language groups including Spanish, Portuguese, Vietnamese, French, and Creole.

Storyhour Kits. Containing books, games, crafts, songs, and finger plays, Storyhour Kits were created for use by the children's libraries and for circulation to individuals in charge of day-care children. A response to the tremendous number of day-care providers and their charges who frequent the children's sections of the Cambridge Libraries, this innovative service was supported by an LSCA Title I Grant administered by the Massachusetts Board of Library Commissioners.

Youth Adult Corner. A group of underserved youngsters (ages 10-15) will now have their own special place at the North Cambridge Branch Library. Beth Winship ("Ask Beth" of the *Boston Globe*) presented a special program at the YA Corner, and the official dedication, unveiling books, tapes, and magazines for this age group, will feature well-known Cambridge author Kathryn Lasky.

New and Outstanding. Throughout the system, the children's librarians have responded to increased demands by groups, and have confronted the ever-growing phenomenon of latch-key children. A new story and activity time for toddlers, Zipperumpa Zoo, was designed to entertain the library's youngest members and to introduce parents and day-care providers to the simple stories, songs, and finger plays that help prepare a child for reading. Thirty-five after-school students joined the 449 Club which features books and crafts on themes ranging from Chinese New Year to the Olympics.

Summer Reading Program. This year's Pirate Island Treasure Hunt culminated in a swashbuckling Pirate Party for children from every neighborhood in the city. Over two hundred

youngsters enjoyed games and a play about pirates written and performed by the children's librarians.



Children listen to one of the many storyhours sponsored several times each week at all of the Cambridge Public Libraries.

Cultural and Informational Programs

Adult Literacy. On March 21, 1988 Governor Michael Dukakis chose the Cambridge Public Library Literacy Project at the Central Square Branch as the site to announce the Commonwealth Literacy Campaign, the state administration's effort to help thousands of functionally illiterate citizens to read. The library's Literacy Project continued into its second year, offering new adult readers computer-assisted training as well as traditional group instruction and one-on-one tutoring.

Continuing Author Series. The Lecture Hall of the Library was filled to capacity for readings by nationally acclaimed authors Jonathan Kozol and Gloria Naylor. Books with settings in Cambridge delighted large audiences as first novelists Sarah Payne Stuart and Thomas Mallon read from their works.

Growing Up in Cambridge. The cultural contributions of three Cambridge ethnic groups were highlighted by presentations on growing up Jewish (Sylvia R. Piltch), Italian (Mayor Alfred E. Vellucci), and Asian (Peter Kiang).



Author Series Lecturer Derrick Bell autographs copies of his new book, *And We Are Not Saved: The Elusive Quest for Racial Justice*.

First Annual Holocaust Remembrance Week. In cooperation with the City of Cambridge commemoration, Days of Remembrance of the Victims of the Holocaust, April 10-17, 1988, the Library created a comprehensive booklist for adults and children and featured displays throughout the system. In response to a racial incident, students from the After-School Program at Agassiz wrote a play, *Graffiti*, stressing the importance of understanding between races and people. The play was performed in the Children's Room for an audience of one hundred middle school students.

Annual Programs. Each year the Library celebrates a number of significant events, including the Peace Tree Celebration, the Commemoration of the Birth of Thaddeus Kosciuszko, and Black History Month.

Cable-Casting. Over thirty-five of the aforementioned cultural and informational events were video-taped by the Municipal Cable Office for viewing on Channel 37, reaching a wide range of citizens. An archive of videos has been established for preservation purposes and for use at professional conferences.

Serving City Agencies

The Library is a valuable resource for city departments and agencies which need accurate data to make informed decisions. During the past year over seventy-five requests for information were handled; the staff supplied information and statistics to the Law Office, to the Personnel Department, and to the License Commission which needed material on noise decibels.

Middlesex Sheriff's Office. A new service was begun this year in cooperation with the East Cambridge Jail Library. The Cambridge Public Library is donating withdrawn materials and duplicate gift books to this small but important collection.

Department of Human Service Programs. Several programs of import to the citizens of the City were held at the

Library in cooperation with the Department of Human Service Programs. The Council on Aging brought many elders to meetings of the Live Long and Like It Library Club, and co-sponsored a program on the benefits of walking, featuring the COA's walking club, the Energetics.

Health and Hospitals

The Cambridge Department of Health and Hospitals strives to provide for the health care needs of all residents of Cambridge in a fiscally responsible manner, while maintaining its high standard of quality care.

Leadership is provided by the Commissioner of Health and Hospitals who establishes policy direction in conjunction with the Health Policy Board.

Within the Department of Health and Hospitals, highly professional administrators manage the operations of Neville Manor Nursing Home and The Cambridge Hospital (TCH). Neville Manor provides long-term care for the elderly, and acute care and ambulatory care services are provided through The Cambridge Hospital and its affiliated Neighborhood Health Centers.

These administrators are directly responsible to the Commissioner of Health and Hospitals who also oversees operations of Environmental Health, Community Health, School Health, Public Health, Tuberculosis Control, and Lead Paint Inspections.

During the past year, many changes have occurred in Massachusetts legislation which have wide impacts on all the hospitals and health care systems in the state. One change which has been widely publicized, and which to date is still evolving, is the legislation on universal health care. This legislation impacts on cost containment and on resources for the care of all citizens of the Commonwealth, with special attention to the needs of the uninsured and under-insured. The impact in Cambridge on our municipal health care system remains to be seen, but is expected to be favorable.

The other Massachusetts legislative change, perhaps less well known, but which will greatly impact on health care processes and procedures, is the new set of Massachusetts Board of Registration in Medicine regulations on the establishment of qualified patient care assessment programs (243 CMR) in Massachusetts hospitals. These regulations have led to a review of the responsibilities of Boards of Trustees in Massachusetts hospitals.

The Massachusetts Board of Registration regulations define a Governing Board as persons responsible for establishing policy, maintaining quality patient care, and providing for institutional management at a health care facility. As it pertains to The Cambridge Hospital, those persons which comprise the Governing Board are members of a subcommittee of the Health Policy Board established by the City Council to set policy in agreement with the Commissioner. Accordingly, during FY88, new by-laws for the Health Policy Board subcommittee and

for the Hospital medical staff have been drafted in order for the Department of Health and Hospitals to be in compliance with the state regulations and with similar requirements of the Joint Commission on Accreditation of Healthcare Organizations. This has been a significant undertaking.

During the year, the Health Policy Board and the Department of Health and Hospitals sponsored a Health Forum. The major health care agencies of the city were invited to present their priorities for health care needs in Cambridge. Amongst the issues noted, the two major themes were the need for coordination between community agencies, and specifically, coordination of agencies with programs for the elderly population such as geriatric medical services.

Office of the Commissioner

The Commissioner's office is responsible for protecting the health of the citizens of Cambridge. During FY88, activities of the Commissioner's office focused on several new initiatives.

Leadership and administrative support were provided to the Cambridge Aids Task Force established by the Cambridge City Council. This task force was convened to identify the many different elements necessary for the City of Cambridge to be prepared, now and over the next several years, to deal with risks to the Cambridge AIDS population, to provide education on the prevention of AIDS, and to address issues of non-discrimination and confidentiality. There has already been enthusiastic and dedicated work by the chairman and members of the task force. The post of Community Health Coordinator was established to provide staff to the Task Force and the Commissioner in this area.

In addition, a School Health Task Force was convened at the initiative of the Commissioner and Cambridge Health Policy Board. This task force, with broad representation from the School Department, parents, nurses, pediatricians and administrators, reviewed the scope of elementary school health services and state-mandated services presently being provided. Recommendations from the task force identified the need for an ongoing small group to assess future changing needs and to continue discussion of identified issues.

The work of the School and Health Department members on the task force was so productive that a recommendation was made to continue their joint efforts. The other major recommendations of the Task Force were to (1) increase the number of school nurses and aides in order to achieve more nursing hours in the elementary schools and (2) transfer school nurses and aides from The Cambridge Hospital's organizational structure to the Cambridge Department of Health and Hospitals. This facilitated more clarity in both organizational and fiscal matters.

Another important step in school health services was taken in the community-wide support for and development of the Teen Health Center at Cambridge Rindge and Latin School which provides services essential to adolescents. The Teen Health Center is now operating.

Ongoing activities of the office of the Commissioner include establishing public health policy, biosafety and hazardous material management, and enforcement of local environmental and public health regulations. In the area of public health policy, this office has been responsible for coordinating the enforcement of the smoking ordinance in the workplace. Each complaint is investigated and followed through with the intent of providing citizens with what the ordinance defines as the basic right to a smoke-free environment.

In the area of biosafety and hazardous materials management, the office provides staff support for the activities of the Cambridge Biohazards Committee. It is the responsibility of this committee to oversee the regulation of microbiological research using recombinant DNA techniques in Cambridge. This involves a considerable amount of time in inspecting and re-inspecting these facilities that are in the process of construction, as well as maintaining a schedule of annual inspections. At present, there are twenty-three licensed facilities in Cambridge.

The Commissioner's Office implemented installation of a computerized hazardous materials information management system. This system relies on the integrated efforts of four different City departments: Health and Hospitals, Emergency Management, Fire Prevention and Fire Alarm. The core of the system consists of a Toxic Alert (tm) program that generates Material Safety Data Sheets, maintains a database of quantities and locations of storage for various chemicals, and creates reports listing incidents and inspections. The Department of Emergency Management's database link with federal emergency management agencies will provide the capability of accessing digitized maps of Cambridge buildings and building complexes from any of our stations. In addition, the system contains general-purpose database used for information and permit management of the Cambridge Biohazards Committee.

The Office also has the capability of providing technical assistance requested by other City Departments such as Police and Fire who are first responders in a situation where there is a possibility that a state or local ordinance regarding hazardous materials may be involved. Accidents involving hazardous materials, or having leaks and mysterious smells are all investigated thoroughly and promptly, and managed in accordance with state-of-the-art knowledge.

Health Department

During FY88, the Public Health nurses staffed 97 tuberculosis (Tb) clinics managing 3,326 patient visits; 102 blood pressure clinics managing 1,579 visits (including counseling and referrals as needed); 24 flu clinics immunizing 803 patients and supervising the clinics and distribution of over 4,000 doses of vaccine; and 1,625 home visits made in Communicable Disease Control and to address prevention, high risk infants, Tb, refugee health, and school health.

Community Health

The social worker of the community health department provides direct health services including home visiting, consultation, integration and coordination of services to elderly living in Cambridge. These older adults are often frail, at risk, isolated and resistant or non-compliant patients to medical care. The monthly average client involvement is 60 patients for medical care. The majority of interventions are short-term with approximately 5 to 10 patients on a longer-term basis. This includes coordination and working closely with patients in and out of The Cambridge Hospital and with such community agencies as the Health Department's inspectors, the Geriatric Service, The Cambridge Council on Aging, Somerville-Cambridge Elder Services, Cambridge Visiting Nurse Association, and Windsor House Adult Day Health Program.

Tuberculosis Program

The control of tuberculosis in Cambridge through the detection and treatment of cases and through the use of prevention therapy is an important Hospital program. Tuberculosis (Tb) control in Massachusetts is the joint responsibility of city and state. In Cambridge, the City provides physician, nursing and clerical personnel and the State provides partial reimbursement for clinical staff, x-rays, and laboratory tests. The State also provides medication, outreach workers, bacteriology services, and shares inpatient costs of Cambridge residents with tuberculosis.

School Health

The School Health division attempts to identify children's health needs, and to provide appropriate care, follow up, and referral when necessary. Staffing is provided by 1 Pediatric Nurse Practitioner (PNP) coordinator, 5 school nurses, and 3 health aides to an estimated elementary school population of 5,200 children or 850 students per nurse. The American Nursing Practice suggest a ratio of one provider to 750 students. During FY88, the School Health Task Force was formed and drafted seven recommendations which increased staff and improved health services in the schools.

Effective August 3, 1988, the School Health division was separated from clinical health and the neighborhood health clinics. Responsibilities of the PNPs include health record maintenance, immunization, first aid, episodic care, lice checks, illness assessment, health screening, and kindergarten registration. In addition, PNPs must interact and coordinate with School Department staff, counselors, neighborhood health clinics, private physicians and hospitals. Increased emphasis and planning is needed for preventative education, identification and monitoring of children's emotional and physical needs.

Environmental Health

Environmental health staff continue to provide residential lead paint inspections for families with children under six years of age and attempt to identify children with elevated lead levels.

The recently-amended state legislation expands the scope of the law and state and local involvement in its implementation.

In addition, operational support is provided for Household Hazardous Waste Collection days for Cambridge residents.

The staff also assists the Commissioner in assessments of environmental impact reports as may be required; with the functions of the Interagency Department Heads Committee on Hazardous Materials, the activities of the Cambridge Biohazards Committee, and the Local Emergency Planning Committee under the federal Superfund Amendments and Reauthorization Act (SARA) of 1986; and implementation of the Massachusetts "Right to Know" law.

Neville Manor

Mayor Michael J. Neville Manor, which is municipally owned and operated by the City of Cambridge, is a 180 bed long-term care facility. Regarded as one of the most popular nursing homes in the state, Neville Manor has consistently offered and exercised its total concept of high quality care. Emphasis is continually placed on meeting the physical, emotional and social needs of every resident. In order to be successful in maintaining and operating such an environment, it takes total dedication on the part of both our staff and of the local community. By reputation, we can proudly say that these two forces have been triumphantly busy, "leaving no stone unturned".

Professionally, this facility is separated into three major separate divisions, each of which complement each other in every aspect of patient care. These divisions are Administration, Patient Care and Supporting Services.

The function of the Administrative staff is to monitor and enforce all regulations set forth by both state and city government. Fiscally, this division is responsible for preparing, reporting and utilizing all budgetary outlays appropriated for the facility. One of the ongoing goals achieved in FY87 was the implementation of computerization. During FY88, due to staff education and the expansion of data processing, this division was successful in gathering and generating customized statistical information necessary for sound decision-making within a total management perspective.

Patient Care provides numerous direct and indirect services to meet the needs of each resident. These services include occupational therapy, physical therapy, social services, recreation, medical and nursing care. FY88 was a year of accomplishment within this division. Increased recreational availability was one of the most rewarding achievements. This sector initiated new formats by offering a more diversified and intense variety of daily activities. Most of these events, such as bowling and exercise classes, keep the resident's mind and body functioning in an independent nature. A realistic goal for the upcoming fiscal year is to reach out to the less functional residents through such activities as arts and crafts. The duties of the occupational therapist and physical therapist is to schedule and provide therapeutic services and equipment to those in need on a daily basis. Some of these services include the fabrication



The unveiling of the new sign at Neville Manor commemorating the 60th Anniversary of the facility.

and positioning of special adaptive equipment as well as organizing consultation with all other related departments.

The third division is that of Supporting Services, which is directly involved with the maintenance, laundry, dietary and housekeeping needs of all residents within this facility. Each of these subdivisions play a major role in the operations of the facility.

The highlight of 1988 was a week-long celebration commemorating the 60th anniversary of Neville Manor. During this week, the residents were entertained by various performers and music dating back to the late 1920's. Over 400 people attended this gala occasion including residents' families, friends and members of the local community. There were also many other exciting events including a raffle drawing, a sign dedication and the burial of a time capsule containing various objects ranging from magazines to current postal stamps.

The Cambridge Hospital

The Cambridge Hospital is a 182-bed community teaching hospital dedicated to providing high quality and cost-effective services with a major commitment to primary care. Owned by the City of Cambridge and affiliated with Harvard Medical School, the hospital provides a full range of services through its inpatient capacity, twenty-four hour medical and psychiatric emergency departments, outpatient specialty clinics, primary care center, and seven neighborhood-based health centers.

With momentum from two major accomplishments at the end of fiscal year 1987—a three-year accreditation from the Joint Commission of Healthcare Organizations and the culmination of a comprehensive strategic planning process—the Cambridge Hospital continued to work as a community health care leader dedicated to meeting the needs of its diverse service community. Many efforts outlined in the hospital's strategic plan came to fruition, in accordance with the institution's long-term goal of becoming an integrated health care system. As an integrated service network, The Cambridge Hospital di-

rectly, and in cooperation with other institutions, offers a continuum of care, a broad range of providers, and quality programs responsive to community needs.

Many of the FY88 initiatives reflect the "integrated" nature of The Cambridge Hospital system, both in terms of the coordinated and comprehensive range of services as well as the diverse, multi-cultural and multi-lingual composition of the hospital patients and staff. In addition to providing overall quality and excellence, The Cambridge Hospital developed and strengthened services which are geared towards the particular needs of specific populations including women, adolescents, the elderly, the non-English speaking, and the disenfranchised.

For women, the hospital launched a midwifery service with the assistance of funding from the Massachusetts Department of Public Health. The service started with three nurse midwives and continues to flourish in terms of caseload and the size of the staff. The goal of the new childbirth program is to provide a continuum of culturally-sensitive prenatal, childbirth, and postpartum care to women and families in the Cambridge area. The midwifery program also offers a nutritionist and an outreach worker. Additionally, towards the end of fiscal year 1988, the hospital added a new obstetrician/gynecologist with primary responsibility for community-based ob/gyn programs. Recruitment is underway for a fourth obstetrician/gynecologist. These advances will improve prenatal care for women and make strides towards addressing the issue of infant mortality in the City of Cambridge.

Cambridge adolescents will be able to obtain primary care services at a new facility devoted exclusively to their needs. The Teen Health Center at Cambridge Rindge and Latin School, scheduled to open in October of 1988, is part of The Cambridge Hospital's network of seven neighborhood health centers. The Teen Health Center melds school health and primary care services at a single site, and addresses the medical and mental health needs of adolescents using an innovative collaborative approach. The center centralizes the services of a number of community youth-serving provider agencies.

Planning for improved services to the elderly population is also underway. Hospital staff have been working in concert with other area providers to develop strategies for addressing the multi-tiered needs of the geriatric population including acute care, nursing home care, home care, and other related services. The hospital is reviewing the feasibility of a number of programs such as a home visit service, specialized inpatient unit, and community outreach activities.

The neighborhood health centers represent a critical component of the integrated hospital service network. In addition to the Teen Health Center opening in October 1988, Windsor Street Health Center will be celebrating its twentieth birthday in July of 1988. Expansion and relocation projects are in process for the North Cambridge Health Center and the Riverside, Cambridgeport, and King Health Centers.

This year, the Cambridge Hospital demonstrated its commitment to the recognition, development, and utilization of the abilities of handicapped persons, minorities, and women through its establishment of the position of Affirmative Action Man-

ager. An Affirmative Action Plan is being developed to outline the necessary steps to accomplish equal employment opportunity.

In coordination with the Boston Health Link Homeless Programs, The Cambridge Hospital will provide medical care for the homeless in Cambridge and Somerville. A team of health care providers will go directly to shelter sites to examine and treat the homeless, and will try to link patients with the neighborhood health centers to build continuity of care.

The Linking Worlds multi-cultural awareness and education program was honored with two awards for innovative approaches to community service from the New England Hospital Public Relations and Marketing Association, and from the Publicity Club of Boston.

FY88 also marked a focus on improving quality. The Hospital implemented an integrated quality review program which includes improved committee structures for hospital and medical quality review. Medical by-laws were approved by the Medical Executive Committee and adopted at the Annual Medical Staff Meeting, culminating a year-long reorganization effort. The Governing Board is also undertaking efforts to restructure to expand and strengthen their role in governance of the hospital in accordance with requirements of the Joint Commission on Accreditation of Healthcare Organizations and the Board of Registration in Medicine.

The Friends of The Cambridge Hospital auxiliary organization celebrated their fortieth birthday in fiscal year 1988. Founded in 1948, the mission of the Friends is to raise funds for patient care equipment and programs at The Cambridge Hospital. Most recently, the Friends donated \$50,000 to the hospital.

Other major accomplishments during FY88 included the following:

- decrease in tax support required to run the hospital despite a volatile health care economy, due to strong fiscal management and increased patient service volumes.
- negotiations with Harvard Community Health Plan (HCHP), enabling HCHP Cambridge members to access The Cambridge Hospital for their hospital care.
- designation of The Cambridge Hospital as a preferred provider organization by U.S. Healthcare, a new entrant into the eastern Massachusetts HMO marketplace.
- approval by the Public Health Council of the hospital's amendment to its Determination of Need application for a 12-bed Child Psychiatry Unit, which will be housed on the seventh floor of the main hospital building.
- participation in an emergency radio control system with the five hospital South Middlesex Emergency Medical Services Consortium.
- launching of a new patient relations/employee recognition program, called "You Make a Difference!"
- completion of many capital renovation projects including emergency department, front and emergency entrances, pediatric office practice, and recovery room.



Women's health services have been a significant focus during the past year as alternatives for women have expanded. In addition to an increase in the number of obstetricians on staff, the hospital now offers midwifery services.



David Link, M.D., Chief of Pediatrics, examining an evidently healthy young man in the hospital's recently renovated Pediatric Office Practice.

With strong leadership, quality health care services, experienced and committed staff, sound fiscal management, and a progressive strategic plan, The Cambridge Hospital is well-positioned to move aggressively into fiscal year 1989, and to continue its mission of providing quality care to all residents of Cambridge.

Human Services

The Department of Human Services was formed in 1980 to create and coordinate services to enhance the quality of life for Cambridge citizens. In its seventh year, several new initiatives were undertaken to address the growing human service needs of the city. Each of these new initiatives involved collaboration with other municipal departments as well as the State and the private non-profit human service agencies of the city. With guidance and support from the nine-member Human Services Commission, and with financial assistance from a variety of sources including the State as well as the City, the Department continues to keep Cambridge a leader in the delivery of human services.

Cambridge/Somerville Fuel Assistance Program

The Low Income Fuel Assistance Program, with an annual budget of approximately \$2 million, is funded by both federal and state dollars. The City of Cambridge is the only municipality currently operating this program in the Commonwealth. In addition to providing 2,000 Cambridge residents with fuel assistance based on gross annual income, household size and actual energy consumed during the period October 1 through April 30, program staff serve as advocates, and information and referral specialists.

Child Care

The Child Care Division responded to the increased demand for child care services by adding one additional classroom to eight (Fitzerald, Harrington, Morse, Maynard/Fletcher, Graham & Parks (2), and King/Longfellow (2)). In addition, one pre-school classroom was incorporated into the municipal child care division bringing the total of pre-school classrooms to two half-day and two full-day (Haggerty, Fitzgerald, Longfellow and King). The Child Care Division is presently the largest single child care provider in the City of Cambridge.

The City of Cambridge has demonstrated leadership among the Commonwealth's cities and towns providing high-quality child care for 180 school-age and 100 pre-school age children. These programs provide developmentally-appropriate activities with a particular emphasis on the cultural and economic diversity of the children enrolled.

The child care programs offered by the City are supported by a variety of sources including municipal revenues. The primary financial support for the program, however, comes from the tuition charged to parents. In addition, funds from the Commonwealth's Department of Social Services support the tuition for 36 income-eligible children. Also, for those children whose mothers are on AFDC and are enrolled in the state's Employment and Training Program, the State will cover their tuition costs. Currently there are 30 children receiving such support. This year, fifty-four tuition-paying children were awarded partial scholarships from the program's total revenues.

Community Learning Center

The Community Learning Center, the City's designated adult basic education provider for the past 16 years, served over 1,500 adults annually at its main location in Central Square, and its satellite locations in the community schools, public housing developments, the library, and a community center. Programs are offered in four major areas: English-as-a-Second Language (ESL); Literacy/Adult Basic Education (ABE); GED preparation; and the Adult Diploma Program. These programs are accessible and free to all Cambridge residents, and students who attend classes receive personal, academic, and vocational counseling at the Center.

The Center is supported from a variety of sources including municipal revenues matched by state grants from the Department of Education, the Department of Public Welfare ET Choices Program, the Cambridge Housing Authority, Employment Resources, Inc., and Gateway Cities, as well as federal funding from the Office of Bilingual and Minority Affairs and the Board of Library Commissioners.

During FY88, the Center increased services to low literacy adults in need of beginning English and/or basic skills instruction, strengthened its ESL Literacy Program and worked in collaboration with CHAMA and Centro Presente to serve Cambridge's most recent immigrant and refugee populations. A continuation project, offered in conjunction with the Central Square Branch of the Cambridge Public Library, has expanded evening services for beginning literacy students. The ASSERT Program, which is a basic skills program for AFDC and General Relief recipients, was recognized by the Department of Public Welfare for providing outstanding services to participants in the ET Choices Program.

Community and Youth

The division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social, and cultural enrichment services for all age groups. This division assists neighborhoods in developing high-quality and cost-effective programs, and to the extent possible, attempts to make programs and services self-supporting. Neighborhood coordinators work with their respective councils to solicit local involvement in the assessment of community needs and to develop programs and services which address these needs. The efforts of the Neighborhood Coordinators are complemented by programs and services offered to pre-teens and teens at neighborhood facilities managed by Youth Specialists.

Working with the Neighborhood Councils, the staff of the Community Schools Program work to develop programs and services which reflect the interest and needs of individual neighborhoods. The range of programs offered include: afterschool children's activities; adult education and enrichment courses; cultural and social events for families and for the elderly; advocacy and referral services; holiday events; and vacation programming. This past year, summer camps were offered for children which included the city-wide "Super Camp" and in-



Mickey signs autographs before "Disney on Ice" performance for children, one of the Department's programs.

dividual neighborhood Councils in response to such issues as zoning, development and crime.

This year, the Community Schools Programs provided service to 6,154 children, 2,593 adults and 2,999 seniors. In addition, programs attracted over 8,550 participants to such special events as neighborhood potluck dinners, children's dance and theatre performances, trips, Halloween parties, Black History Month celebration, ESL, Student Appreciation Night, and neighborhood festivals. The Cambridge Performance Project's dance and drama classes enjoyed continued success with performances at the Children's Museum, The Cambridge Evening for the Soviet Delegation, the Oral History Festival, and nine school performances. The adult programs in the community schools provide quality classes and instruction with the continuation of the Adult Community Education Courses through Bunker Hill Community College and the Fitzgerald Community School with the potential for expansion to other neighborhoods, and the successful implementation of ESL courses in various neighborhoods in collaboration with the Community Learning Center and Cambridge Organization of Portuguese Americans.

The City's Youth Programs operated out of six Teen Centers at Cambridgeport, East Cambridge, Gately, Hoyt, Longfellow, and West Cambridge, and six drop-in programs at Harrington, Tobin, Roberts/Maynard, and Fletcher. This network of neighborhood teen sites provide youth with a variety of programs and services geared to enhance the quality of life of Cambridge youth. This year saw the successful implementation of city-wide pre-teen special events such as the Cambridge Youth Games and Talent Show; Flag Football, Basketball and Youth Floor Hockey Leagues; and the development of a violence prevention program, "Juvenile Justice Program," in collaboration with the Middlesex County Juvenile Probation Department.

Council on Aging

The Council on Aging is the primary public resource for Cambridge elders. It taps the collective experience of older

people and works to improve the quality of life for Cambridge elders by identifying needs, coordinating of new and existing services and programs, providing information and referral services, and serving as an advocate and public policy voice on aging issues. During the past year, over 7,120 individual elders received services from the Council's 5 full-time and 5 part-time staff, Senior Aides, Elder Services Corps Volunteers and over 75 other volunteers.

This past year, the Council continued to expand and improve services. NEWLINES, the monthly newsletter of the Council, and the main conduit of information to elders, was revamped to be more readable, interesting, and informative. Comprehensive intake, information and referral services were developed and computerized for maximum benefit to elders, and better reporting capabilities to state and local agencies. New and expanded programs were offered at the North Cambridge Senior Center located at 2050 Massachusetts Avenue offering a wide range of social and recreational programming. Plans for expansion of the Center were also completed this year. A new door-to-door transportation service, offered to assist elders and handicapped individuals with food shopping—the SHOP VAN—features a personal aide. The Furniture Bank was revitalized and helped many individuals and families to resettle after finding new living arrangements. Social Services were focused on issues of homeless elders, self-abusing/self-neglecting elders, and support for Alzheimer's patients and families.

The Council played a strong role in the employment counseling field and continued to assist elders with housing and housing-related matters through its Housing Assistance Program. Services included listings of available housing, placement, referrals, transportation and help in dealing with forms, interviews and landlords. The Council also continued to support medical and nutrition transportation services through SCM Community Transportation, Senior Discount Shopping Programs, the Drop-In Center of the Committee of Elders, and provision of new programs on health, fitness, education and



The Council on Aging's Walking Club at the Annual Governor's Cup Walk.

leisure across the city. The Council also worked with the Taxi Cab Advisory Commission to improve taxi service to elders which resulted in the new Taxi Cab Discount Program.

Planning and Development

The Planning and Development Division monitors the changing human service needs of Cambridge residents and responds to those needs by identifying funding sources, developing new programs, assisting provider agencies in their responses and through the direct provision of services. During fiscal 88, the division conducted a feasibility study for a mixed income continuing care retirement community in Cambridge. Also, to assist in planning for affordable housing for families and individuals requiring supported housing options, the division prepared a report, "An Outline of Supportive Housing Needs in Cambridge." This document includes a survey of all existing supported housing, and documents the unmet need. The information in this report will assist the division to continue its efforts to expand the range of housing options, particularly lodging houses and single room occupancy units. The division also formed an advisory committee and held a public hearing to develop recommendations for the allocation of \$240,000 in new funds from the Commonwealth Gateway Cities' Program. These funds were allocated to provide mental health, educational, and legal services to linguistic minority populations in seven community-based organizations, as well as in the Community Learning Center, the Cambridge Hospital and the Cambridge Public Schools.

As housing and adolescent health care needs continued to grow within the community, the Adolescent and Family Service unit continued to provide direct services to teens and their families. The Service emphasizes collaborative program development in order to increase the number of adolescent-serving programs in the city. A collaboration with the state's Department of Social Services, Somerville Mental Health, Cambridge Guidance Center, Shortstop, and the Family Center provided intensive home-based family intervention and support to families in crisis. The Department utilized its share of CDBG (Community Development Block Grant) funds to address these needs, as well as to continue support for existing programs provided by different community-based agencies. Programs include services to linguistic minorities, residents of public housing, parents and providers in the childcare community, as well as elderly and handicapped residents. Support of ongoing programs continued this year with Block Grant funds to the Teens in Transition Resource Center Program and emergency housing services to the homeless and near-homeless.

Through its Emergency Services Unit, the Department responded to the significant growth in the demand for services to the homeless, especially families and adolescents in crisis, by initiating several new programs with financial support from the City and the Commonwealth. The Department continued to operate an emergency shelter for twenty homeless men at the National Guard Armory. The Department's Multi-Service Center for the Homeless expanded its services to the com-

munity by initiating new programs in collaboration with various social and mental health service organizations. Through the use of funds from the U.S. Department of Housing and Urban Development, and in collaboration with the YMCA, Travelers Aid Society, and the Department of Public Welfare, the Department renovated and is operating the Bigelow Street house. Bigelow Street provides transitional housing to displaced Cambridge families and young adults (ages 17-20) at risk or homeless.

Recreation

The Recreation Division maintains responsibility for the development, implementation, and supervision of year-round city-wide and neighborhood-level recreation programs and facilities. In FY88, the Recreation Division participated in the selection of consulting firms to develop a comprehensive Park Maintenance Management System, and participated in the planning and development of major capital improvements to Raymond Street Park, the King School Playground, and the Hoyt Shelter. A final plan for development of the former City dump site, the Thomas W. Danahy Park, as a 55-acre athletic facility was released this year; the division continued to play a major role in the planning of this site which will offer a wide variety of recreational opportunities. In conjunction with other divisions within the Department, and working closely with Planning and Development, the Recreation Division was responsible for the Second Annual City of Cambridge Road Race. This five-mile race attracted over 400 participants, with over \$25,000 in proceeds going to the Cambridge Fund for the Homeless.

The Division's summer playground program provided activities and staff at various city playgrounds and tot lots. Special



Phillip Amenkowics at bat during the Annual Cambridge/Somerville Playground Sandlot Baseball Tournament held at Donnelly Field.



Councillor Thomas W. Danehy and members of the Quinn Family at the dedication ceremonies of the J. Henry Quinn Basketball complex at Rindge Field.

events included joint sponsorship with the Community and Youth division of the 3rd annual Youth Games which attracted 500 participants from across the city; tennis clinics at Sennott and Glacken tennis courts; and the Fourth Annual Inter-city Baseball Tournament with the Somerville Recreation Department. Swimming activities and lessons were also offered at the Goldstar Pool throughout the summer.

The War Memorial Pool continued to offer a variety of year-round swimming and recreational opportunities and lessons to Cambridge children and adults. This year has seen an increase in participation in both child and adult classes. Youth, after-school, and weekend activities included gymnastics, tennis, dance and karate. Adult activities, scheduled during evening and weekend hours, included aerobics, tennis, dance, exercise, and monitored use of weight room. The division also offers a wide variety of recreational classes at the thirteen Community Schools in addition to those offered at the War Memorial Facility. All classes are entirely funded by user fees.

This year's adult softball and basketball leagues enjoyed continued success under the coordination and supervision of the Recreation division. Over 2,450 participants were involved in the 90-team winter and summer basketball leagues. A formal Softball Protest Committee was implemented this year as well as a Filed Permit Policy to facilitate the scheduling of the many recreational sites in Cambridge for public use.

The Special Needs Program continued to offer year-round recreational programming for participants ranging from pre-school to young adult. This year, the summer pre-school program was expanded from four to five days per week. Special needs youth from Camp Rainbow were integrated into the Mayor's Summer Employment program and overnight camping activities were offered for the first time. The Division collaborated with other agencies to increase programming for severe special needs children.

The Recreation Division also manages and maintains the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond. The golf course is in operation from early April through early December and is fully funded by greens fees and membership registration. This past year, approximately 25,000 individuals participated in a round of golf at the course.

Commissions

The Commission of Handicapped Persons extended its ACCESS/CAMBRIDGE initiative to the private sector, after focusing on public buildings for the past several years. Following a competitive bid process, the Commission awarded three \$5,000 matching grants to non-profit organizations for exterior and interior access improvements. In addition, Commission staff consulted with numerous organizations and businesses, architects and developers regarding building and site access and conducted on-site access audits through the city upon request. A survey of private off-street parking lots was initiated in order to identify those lots with fifteen or more spaces which are required by City ordinance to have designated handicap parking.

The Civic Unity Commission collaborated with the Cambridge Rindge and Latin School in a sociogerontology and intergeneration program designed to dispel myths on aging. The Committee acted as the liaison between area churches, Cambridge Family and Children Services in the "One Church/One Child" program, which provided a framework for the adoption of black children. The Committee also collaborated with the Office for Children on a number of multi-cultural forums for children.

Veterans' Services

The Department of Veterans' Services was created in 1944 to enable veterans returning from WWII to obtain the necessary services upon their transfer from military to civilian life. At that time, the office consisted of two distinct departments: Veterans' Benefits and Veterans' Services. The two departments were consolidated on January 28, 1974.

Veterans' Services currently provides advocacy and financial assistance to veterans and dependents of WWI, WWII, the Korean Conflict and the Vietnam Era.

During FY88, the department processed some 500 applications. These included Veterans Administration claims for death and disability, applications for burial, burial plots and grave markers and assisted pensioners with their Veterans Administration Eligibility Valuation Reports.

Veterans' Services in accordance with Massachusetts General Laws, Chapter 115 granted direct financial aid for living expenses and medical costs to needy and eligible applicants. These payments are reimbursed by the Commonwealth at 75% of benefits authorized.

During FY88, the City received \$3,991 from the Office of the Commissioner of Veterans' Services, for the restoration of graves in the Veterans' Lots in the Cambridge Cemetery. The OCVS has contributed a total of \$8,491 toward this program over the last two years. The Department filed claims for plot allowances in the Veterans Lots and received a total payment of \$5,850 from the Veterans Administration.

Cambridge Veterans and their dependents received V.A. benefits in excess for eight million dollars during FY88.

The Department of Veterans' Services in coordination with the Cambridge Veterans Organization manages the Patriots Day, Memorial Day and Veterans Day observances. Other activities include the decoration of streets, squares and parks named in honor of deceased veterans as well as placing a flag on the graves of all veterans buried within the city.

Commission on the Status of Women

The Cambridge Commission on the Status of Women was chartered by the Cambridge City Council in October 1977 to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues...(and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission has three areas of responsibility, to advise and support the work of City officials, agencies and departments on policy and programs affecting women; to provide a link between City Hall and community-based women's and neighborhood groups; to present educational programming in the community; and work on legislative issues at the state level which affect women in Cambridge. In June 1988, the Commission held a dinner at the Dante Alighieri Cultural Center to celebrate its tenth anniversary.

Working with the City's Police Department, the Cambridge Hospital, the Rape Crisis Center and Attorney General's Victim/Witness Program, the Commission has coordinated the Cambridge Area Rape Alliance (CARA). On a monthly basis, representatives review rape and sexual assault statistics to plan response and intervention. This unique cooperation among public and private agencies ensures that sexual assault survivors and their families will receive the most appropriate services, while prevention education is done in neighborhoods and workplaces. Working with the Cambridge School Department, the Commission has drafted guidelines for teachers, administrators and students in dealing with sexual assaults. The state's only full-service Teen Health Clinic will open at the Cambridge Rindge and Latin School in September 1988. The Commission was a founding member of the planning group.

The Commission publishes a monthly column, "Women's Voices", in the *Cambridge Chronicle* as well as a quarterly newsletter, *CityWomen*. The Commission has convened and staffed the Cambridge Women's Cable TV Network. It has also organized more than sixty women to plan and produce a weekly public access cable TV program on women's issues to air in FY89. Members and staff have supported women's efforts to organize in trade unions in local restaurants, hotels and universities, and have advised local corporations in areas of sexual harassment and anti-discrimination policies. The Commission is also playing a key role in the citywide AIDS Task Force to coordinate services, preventive education and appro-

priate public policy in all areas of AIDS concerns in Cambridge.

The Women's Commission continues its support of statewide efforts to increase grants and services to women and children who receive welfare, as well as wages and benefits to women working outside the home, as part of the Women's Campaign for Social Justice. Pay equity, the Gay and Lesbian Civil Rights bill, and creation of a permanent state Women's Commission continue to be legislative priorities.

Human Rights Commission

The Human Rights Commission completed its second full year as the City agency which enforces the Cambridge Human Rights Ordinance passed by the City Council in 1984. The ordinance makes it illegal to discriminate in Cambridge in employment, housing and real estate transactions, education, insurance, credit, bonds, public accommodations and the provision of city services on the basis of race, color, sex age, disability, religious creed, national origin or ancestry, sexual orientation, marital status, family status, military status or source of income.

In FY88, the Commission investigated complaints, mediated disputes, and provided educational services to community, school and business organizations. In addition the Commission has been called upon to make presentations on the issue of municipal human rights law enforcement at local and national human rights conferences. During the last year, a significant number of cases the Commission received have involved housing discrimination on the basis of sex, race and sexual orientation. In May 1988, the Cambridge Human Rights ordinance was found to be substantially equivalent to the federal housing discrimination law. As a result of that finding, the Commission has received a one-year renewable grant from the United States Department of Housing and Urban Development that will enable the Commission to make housing discrimination a major priority during the coming year. The Commission is a member of the City's AIDS Task Force Policy Committee and has participated in the drafting of a citywide AIDS employment manual. The Commission has continued working with the Local Human Rights Network; in February 1988, the Commissioners participated in a very successful day-long workshop and strategy conference organized by the Network. The Commission continues to work with the high school human rights committee, with the City Hospital medical and human relations staff, and with the District Attorney's county-wide civil rights advisory group.

In April 1988, the Commission held an important public hearing on the effect of racism on the quality of life in Cambridge. A report on the testimony, workshops and issues raised by Cambridge citizens at the hearing and the recommendations from the Commissioners will be presented to the City Council and the City Manager in October 1988.

The Schools

Cambridge Schools' role as a national leader in public education is based on its initiative to meet the varied needs of its school population. Young people from 64 nations who speak 46 different primary languages are enrolled in the city's 13 and one comprehensive high school. In FY88, elementary students numbered 5,305, and registered high school pupils equaled 2,400. They were served by 779 teachers, 93 administrators, and 571 support staff, a total of 1,443 employees. The educational budget for FY88 was \$56.5 million. Local taxes provided \$35.4 million, and federal, state and other revenues supported over \$21 million of the total budget. There are 9,266 school age children residing in Cambridge. Of that number 84.8% attend public schools.

The Schools are directed by an elected six-member School Committee chaired by the Mayor who is the seventh voting member, a Superintendent of Schools and two Assistant Superintendents. Dr. Peterkin, who was appointed Superintendent in August 1984, resigned in July 1988 to accept a position as Superintendent in Milwaukee, Wisconsin. The School Committee accepted his resignation with regret, noting Dr. Peterkin's accomplishments and the progress of public education here during his four year tenure. Assistant Superintendent Mary Lou McGrath, who has served as a teacher and administrator in the schools for 32 years, was named Acting Superintendent. The School Committee approved a plan in June to seek applications for the position and to involve community and staff participation in the selection process, a policy established here in 1972.

Cambridge is tops among urban public schools according to the March 1988 issue of *Boston Magazine*. Supporting this claim are a bevy of academic awards, prizes and athletic championships earned by Cambridge students during fiscal 1988.

Among these are awards won by Cambridge Rindge and Latin School students Sun H. Nam and Rachael Pries in the American High School Math Exam; Sharmila Sen's and Sarah Gorak's achievements as finalist National Merit Scholars; and Kelly Mikelson's prize in the National Achievement Scholarships contest. The CRLS debating team placed second in statewide competition and the drama society won both Commonwealth and New England first prizes for their student-authored play "Homestead." CRLS artists and photographers stole the show at the Globe Arts Awards Contest; the boys and girls track teams won state championships; and the CRLS Jazz Ensemble was the first teen musical group to play at the Globe Jazz festival and were among the few high school musicians to tour the U.S.S.R. by invitation in 1988.

Results of the annual Massachusetts Test of Basic Skills, a state-wide indicator of achievement that over the past four years showed a percentage increase in Cambridge pupils passing the exam from 77% in 1984 to 87% in 1987, slid to 80% of the pupils passing in FY88. The drop was attributed in part to an upgraded revision of the test at the state level. Schools Su-

perintendent Dr. Robert Peterkin said that steps to identify why over 20% of the students did not demonstrate a mastery of basic skills and meet minimum state standards are under study, particularly at the primary grade level. "Our challenge is to enhance early elementary achievement to maximize upper grade performances," Dr. Peterkin explained.

While the need to return basic skill levels to previous years' standards is clear, several schools were commended for student achievement. Among these were the Fitzgerald School where 100% of the third grade pupils passed the writing test, 94% passed reading, and 91% passed math; the Morse School where 94% of grade three and 100% of grade six passed writing; the Agassiz where 100% of grade six passed writing; the Graham and Parks where 100% of grade six passed writing and 96% passed reading and math; and the Kennedy where 90% of grade six and the Fletcher School where 90% of grade three passed the writing examination.

The Cambridge Schools continue to set a national example. Major cities such as Seattle, Sacramento, Boston and Chicago have focused on the Cambridge school desegregation plan and sought Cambridge's assistance in developing similar programs.



Rindge Technical Program teacher Edward Terrien instructs high school students in woodworking techniques.

DEPARTMENT HEADS

Affirmative Action:

William A. Gomes

Animal Commission:

Mark W. McCabe

Arts Council:

Annabelle Hebert

Assessing:

Sally Powers

Auditing:

Arthur F. Libitz

Budget:

Louis DePasquale

City Clerk:

Joseph E. Connarton

John Flynn

Community Development:

Michael H. Rosenberg

Data Processing:

Valerie A. Roman

Election Commission:

Edward Samp

Sondra Scheir

Artis B. Spears

Darlene Bonislawski

Electrical:

George Fernandes

Emergency Management:

David B. O'Connor

Executive:

Robert W. Healy

Richard C. Rossi

Fire:

Thomas V. Scott

Fiscal Affairs:

James P. Maloney, Jr.

Health and Hospitals:

Melvin H. Chalfen, M.D.

John G. O'Brien

Historical Commission:

Charles Sullivan

Human Rights Commission:

Demita Frazier

Human Services:

Jill Herold

Inspectional Services:

Joseph J. Cellucci

Law:

Russell B. Higley

Library:

Joseph G. Sakey

License:

James Thaddeus McDavitt

Neville Manor:

Gerald L. MacDonald

Nuclear Disarmament & Peace**Education Commission:**

Cathy Hoffman

Personnel:

Michael P. Gardner

Police:

Anthony G. Paolillo

Public Works:

William Sommers

Purchasing:

Barbara L. Duffy

Rent Control:

Margaret Drury

School:

Mary Lou McGrath

Sealer-Weights & Measures:

Robert K. Laffin

Traffic and Parking:

George Teso

Veterans Benefits/Services:

Paul J. Ryan

Water:

John J. Cusack, Jr.

Women's Commission:

Nancy M. Ryan

Department	Tel. No.	Department	Tel. No.
Affirmative Action	498-9024	Inspectional Services	498-9013
Animal Commission	498-9041	Law	498-9020
Arts Council	498-9033	Library	498-9080
Assessors	498-9007	License Commission	498-9021
Auditing	498-9008	Mayor	498-9090
Budget	498-9009	Neville Manor	492-6310
Cable T.V.	498-9000	Parking Violations	498-9036
Cemetery	498-9053	Peace Commission	498-9000
City Clerk	498-9017	Personnel	498-9024
City Council	498-9094	Police	498-9300
Community Development	498-9034	Police Review & Advisory Board	498-9489
Conservation Commission	498-9048	Printing	498-9026
Consumer Commission	498-9023	Public Works	498-9051
Council on Aging	498-9039	Purchasing	498-9027
Data Processing	498-9069	Recreation	498-9028
Elections	498-9087	Rent Control	499-6161
Electrical	876-0125	Revenue	498-9030
Emergency Management	498-1590	Schools	498-9200
Executive	498-9011	Traffic & Parking	498-9042
Fire	876-0125	Treasury	498-9032
Handicapped Commission	498-9000	Veterans Services	498-9044
Health & Hospital	498-1000	Water Department	498-9070
Historical Commission	498-9040	Weights & Measures	498-9031
Human Rights Commission	498-9049	Women's Commission	498-9014
Human Services	498-9076		

**ANNUAL
REPORT
CREDITS**

Layout and Mechanicals
Paper
Cover
Printing
Composing
Cover Design
Inside Photos

Irving Graphics / Printing & Publishing
70 pounds
60 pounds
Irving Graphics / Printing & Publishing
Annual Report Compiled by the Budget Department
Budget Department
Maclone Photos
Daniel P. Collins
Al Gosby
Carolyn Hine
Brooke Stark
Danny Evans
Ed Fowler
Roy-Alan Hansen
